

# 2023

## PROPOSED OPERATING & CAPITAL PROGRAM & BUDGET

**Metra**  
metra.com



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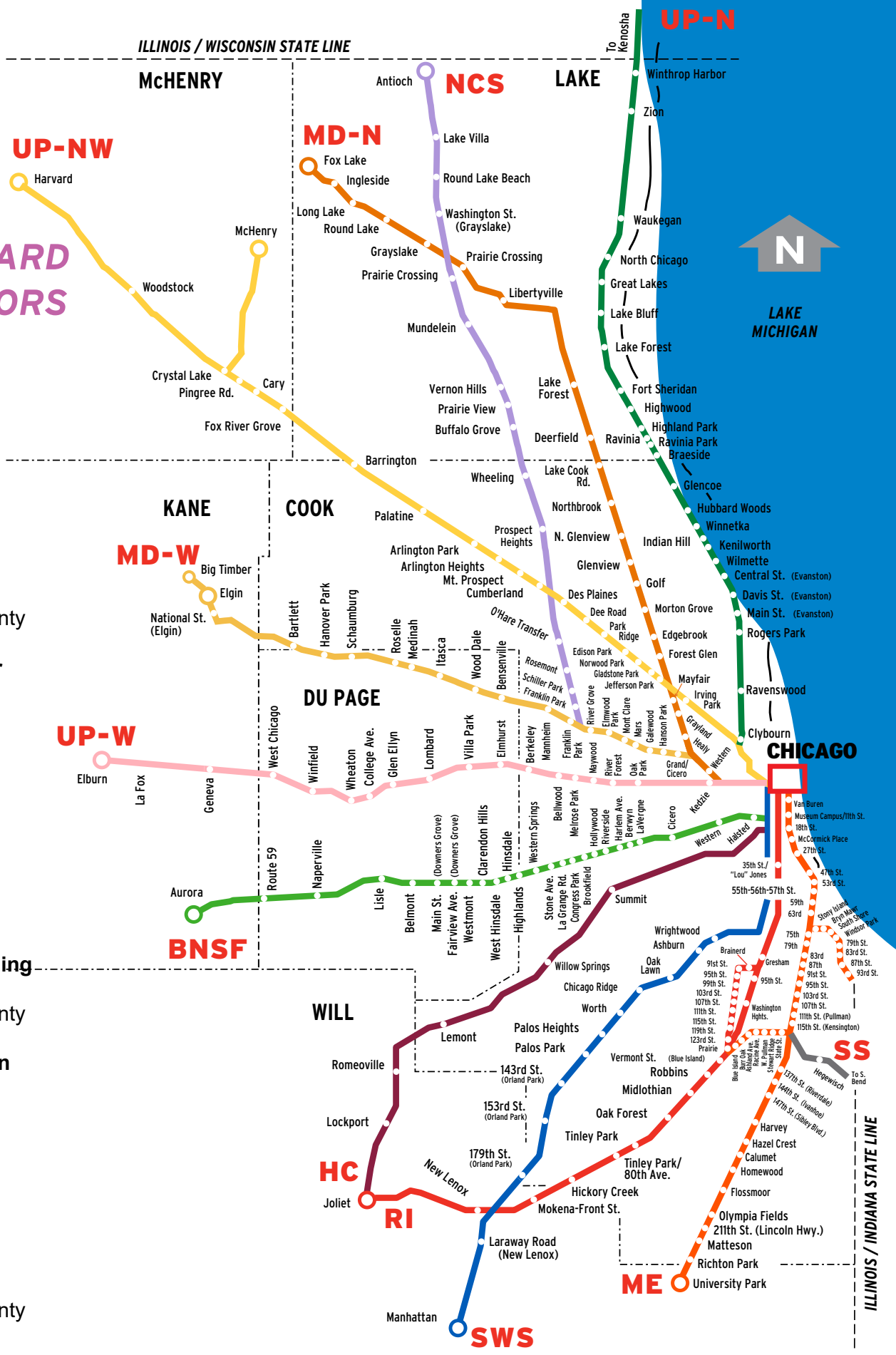
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# METRA'S 2023 BUDGET AT A GLANCE

## **Operating Budget of \$980 million**

- The Metra Board is considering various pricing options for 2023:
  - One option will revert pricing to a distance-based fare system with Day Passes priced at twice the cost of a comparable One-Way Ticket and Monthly Pass pricing equivalent to 16 One-Way tickets, which is a nearly 45% reduction from pre-pandemic pricing.
  - Other options may continue the current flat-rate "Super Saver" Monthly Pass and the \$6-and \$10 Day Pass or some combination of those and similar fare options.
- The budget is 8.9% higher than the 2022 amended budget due to inflationary (general, medical premiums, fuel, insurance) and contractual (union agreements) cost increases.
- Anticipates a return to pre-pandemic service levels.
- The budget projects we will start the year at 40% of pre-pandemic (2019) ridership and finish the year at about 55% of pre-pandemic levels.
- This results in a projection of **\$218.2 million** in system-generated revenue (mostly fares)
- The budget projects **\$523.6 million** in regional sales taxes.
- That leaves **\$238.2 million** to be covered with federal COVID-relief funding.
  - Metra received nearly \$1.1 billion in three rounds of relief funding.
  - We estimate that we will have \$599.2 million remaining at the start of 2023.
  - We anticipate relief funding will run out in 2025, requiring additional funding or budget actions.

## **Capital Budget of \$504.6 million**

- Approximately 67% of the 2023 Capital Program will fund large-scale projects, including:
  - Station reconstruction: **\$119.5 million**
  - Railcar rehabilitation and purchase: **\$70.8 million**
  - Program management: **\$38.6 million**
  - Locomotive improvements: **\$33.3 million**
  - Bridge replacement and rehabilitation: **\$32.1 million**
  - Ticket vending machines: **\$24.6 million**
  - Interlockings: **\$21.4 million**
- Capital Budget is funded by:
  - **\$252.5 million** in federal formula funding, a nearly 30% increase from 2022 levels
  - **\$30.8 million** in Congestion Mitigation and Air Quality Improvement and other federal funding
  - **\$73.8 million** in Illinois PAYGO funds,
  - **\$12 million** in Illinois Multi-Modal Transportation Bond funds
  - **\$500,000** from the Illinois Department of Commerce and Economic Opportunity (IDCEO)
  - **\$5 million** from Cook County
  - **\$130 million** in RTA bonds
- The five-year capital plan includes **\$1.9 billion** in funding.

# TABLE OF CONTENTS

- II. **Metra Board of Directors and System Map**
- III. **2023 Budget at a Glance**
  - 1. **Letter from CEO/Executive Director**
  - 3. **System Overview**
  - 5. **Funding Overview**
  - 7. **Ridership Forecasts**
  - 11. **Fares**
  - 12. **Fare Initiatives**
  - 13. **Service Plan**
  - 15. **Organization**
  - 19. **Oversight**
  - 20. **Strategic Plan Update**
  - 25. **Capital Program**
  - 27. **Capital Program Development Process**
  - 29. **Budget Overview**
  - 33. **Appendix**







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

As the slow recovery from the COVID-19 pandemic continues, Metra and public transit agencies around the world are seeing hopeful signs as riders begin to return. Though we still don't know what our new normal will look like, or when it will arrive, we have some ideas. We know it will require different kinds of service. We know it will require new kinds of fares. And we know it will require us to be nimble, flexible, and creative to respond to our riders' evolving needs. It's part of our commitment to being *My Metra* to you.

At the same time, however, we face an old nemesis, and that is our operating funding. Based on current trends and our best analysis, we are confident that the 2023 operating budget detailed on these pages is reasonable and will get us through the year, even in the face of some severe inflationary pressures. Unfortunately, based on those same trends and analysis, we are also expecting that a fiscal cliff looms as early as 2025, when we expect federal COVID relief funds to run out before ridership fully recovers.

Our challenge, therefore, is to adjust to the new reality while also working to secure our financial future.

For 2023, we are proposing an operating budget of \$980 million. That amount will allow us to return service to pre-pandemic levels – something we anticipated in 2022 but was sidetracked by the omicron variant delaying many riders' plans to return to Metra. We do not, however, anticipate our ridership returning to pre-pandemic levels; rather, we are projecting reaching 55% of pre-pandemic levels by the end of the year.

We continue to believe that offering a robust service level is important to attract former and new riders. But we aren't just returning to the same old pre-pandemic schedules. Where we can, we are and will be offering new types of service, because we know our riders are looking for more flexibility, and because we want to encourage non-work trips.

Another way we hope to bring riders back on board is through ticket pricing policies that provide value. The

2023 budget does not increase our base fares, but it does include various proposals to how we price our Monthly Tickets to make them more attractive and draw new riders.

Fares normally cover half of our operating costs, and with ridership projected at about half pre-pandemic levels, fare revenue is similarly expected to come in at approximately 50% less. Therefore, we will continue to rely on federal COVID relief funding to cover the difference. We will have spent \$477 million of our \$1.1 billion in relief funding from 2020-2022, allowing us to carry over \$599.2 million for future use. Next year we anticipate needing to use an additional \$238.2 million. That leaves \$361 million for future years, an amount we expect to run out in 2025.

Sales taxes, which cover the other half of our operating costs, are expected to remain strong, but not strong enough to cover the fare revenue deficit when relief funds are exhausted.

The news is better on the capital side. Thanks to new assistance from Springfield and Washington, we have \$504.6 million to allocate next year, and \$1.9 billion to allocate over the next five years. That is a significant amount, which we intend to use to continue our efforts to achieve and maintain a state of good repair on our system. That will include a significant investment into railcars, locomotives, bridges, and stations – including a major effort to rehab stations on the Metra Electric Line.

Wherever and whenever we find the new normal, we are certain to play an irreplaceable role in the lives of *My Metra* riders and in the Chicago economy. But just as we must adapt to a new reality, our funding sources will likely have to adapt as well. As a society, we will have to determine how much we value public transportation and how we will sustain it. It is not too soon to be asking that question.

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







# SYSTEM OVERVIEW

Metra is the largest commuter railroad in the nation based on miles of track and one of the largest based on ridership. Metra's primary mission is to provide safe, reliable, and efficient rail service that enhances the economic and environmental health of the northeast Illinois region it serves. Prior to the COVID-19 pandemic stay-at-home orders in March 2020, Metra provided about 281,000 rides each weekday. By the end of September 2022, Metra was providing an average of 120,000 weekday passenger trips, or nearly 43% 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 mid-October 2022, Metra was operating 582 weekday trains. Metra plans to increase the number of trains it operates to encourage ridership and provide passengers with additional space as they ease back into commuting patterns.

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

## **METRA BY THE NUMBERS**

- **14.1 million passenger trips in 2021\***
- **582 weekday trains**
- **269 Saturday trains**
- **185 Sunday trains**
- **242 stations**
- **1,155 miles of track**
- **488 route miles**
- **173 locomotives**
- **861 diesel passenger railcars**
- **182 electric propelled passenger railcars**
- **926 bridges**
- **565 grade crossings**
- **24 rail yards**
- **92,000 parking spaces**
- **12 electrical substations**
- **3 electrical tie stations**
- **12 fuel facilities**

\* Pre-COVID, in 2019, Metra provided 74 million trips





# 2023 FUNDING OVERVIEW

To fund its operations and capital activities, Metra relies on a combination of system-generated revenues and public funding. Funding for operating expenses normally is provided, balanced nearly evenly, by system-generated revenues – primarily fares – and a 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.

Due to the COVID-19 pandemic, Metra experienced a significant reduction in ridership and related passenger revenues during 2020 and 2021. To help offset these reductions, Metra received federal relief funds in the amounts of \$479.2 million under the 2020 Coronavirus Aid Relief and Economic Security (CARES) Act, \$83.4 million under the 2020 Coronavirus Response Relief Supplemental Appropriations (CRRSA) Act, and \$513.6 million under the 2021 American Rescue Plan (ARP) Act. After requisitioning \$177 million of federal relief funds in 2020 and \$115.9 million in 2021, Metra projects it will use \$184.1 million in 2022, leaving \$599.2 million available to be carried into 2023 and beyond. Metra projects that it will use \$238.2 million in 2023 to balance its budget.

On the capital side, Metra expects to receive \$1.89 billion to address its infrastructure needs over the next five years, funded primarily by Rebuild Illinois PAYGO funding, IDOT bonds, federal formula sources, discretionary grants and RTA sources. This investment amount represents an approximate 25% increase to the more than \$7 billion that Metra has invested since 1985 to rebuild, maintain and expand the region's passenger rail network.

For 2023, Metra's total budget for operations and capital is \$1.485 billion. As shown in **Exhibit 1** below, this total includes \$980 million for operations and \$505 million for capital. **Exhibit 2** shows all sources of funds and their relative percentages of Metra funding.

Exhibit 1  
**2023 FUNDING DISTRIBUTION**  
**TOTAL \$1.485 BILLION**

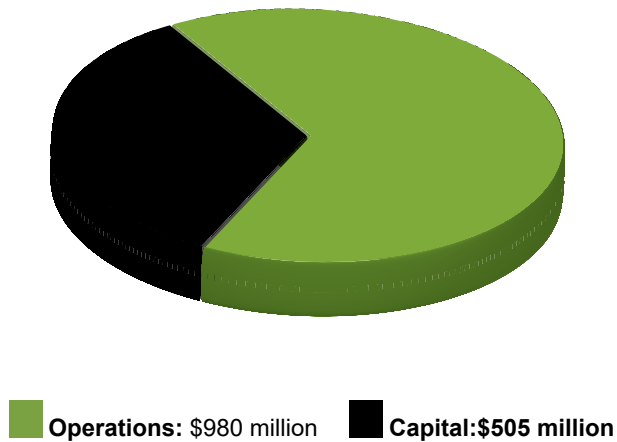
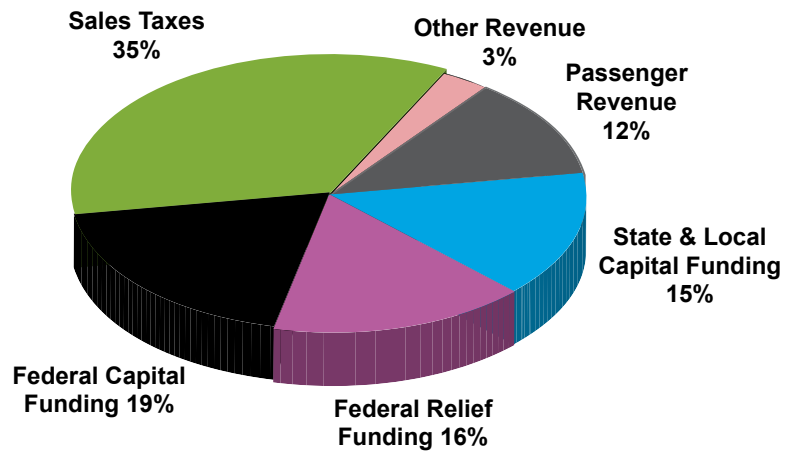


Exhibit 2  
**2023 SOURCES OF FUNDS**



## OPERATIONS FUNDING

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Under the RTA Act, the RTA and its service boards (Metra, CTA and Pace) are required to have a balanced budget and to recover a combined 50% of operating expenses through fares and other system-generated revenues. The RTA sets individual recovery ratios for each of the operating agencies to achieve this requirement as part of the budgeting process.

Prior to the COVID-19 pandemic, Metra's recovery ratio mark was set at 52.5%. However in December 2021, Illinois Public Act 102-0678 provided temporary recovery ratio relief to the RTA and its service boards for the RTA fiscal years 2021, 2022 and 2023. The relief waived the financial penalty that the state could impose on the RTA system for failing to achieve an actual 50% yearend system-generated revenue recovery ratio. The Act provided further relief by allowing the RTA and its service boards to create operating budgets during the 2021-2023 fiscal years that reflect a system-generated revenue recovery ratio of less than 50%.

Metra's 2023 budget achieves a 50% recovery ratio by using federal COVID relief funds to make up for the loss of fare revenue caused by low ridership.

For 2023, Metra is budgeting operating expenses of \$980 million, which is \$80 million, or 8.9%, higher than its 2022 amended budget. Metra expects to fund its operating expenses with a combination of fares, other operating income, sales tax receipts, and federal relief funds. The 2023 budget assumes that passenger fare revenue increases from approximately 33% of 2019 levels in 2022 to 47% of 2019 levels in 2023 as ridership is assumed to increase by similar percentages. 2023 sales taxes are projected to remain at historically high levels, reflecting additional sales taxes collected from online purchases and 5% growth over the 2022 budget.

Metra's Financial Plan for 2024 and 2025 assumes that growing ridership results in passenger fare revenue increases to 60% of 2019 levels in 2024 and 70% of 2019 levels in 2025. The plan also assumes continued strong and growing sales tax receipts, with sales taxes projected to grow approximately 2.5% in 2024 and 4% in 2025.

Operating expenses are projected to increase by \$45 million, or 4%, to \$1.02 billion in 2024 and another \$35 million, or 3%, in 2025, reflecting a more normalized inflation environment and contractual cost increases. Projected revenues in 2024, including \$218 million federal COVID relief funds, should be sufficient to cover operating expenses. However, projected revenues in 2025, including Metra's remaining \$143 million in relief funds, will fall \$52 million short of covering projected expenses. Metra will require additional public funding or must take other budget-balancing actions in 2025 to cover the anticipated deficit.

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

A more detailed discussion of Metra's 2023 Operating Budget and 2024-2025 Financial Plan begins on **page 29**. Tables detailing the budget and financial plan are found on **pages 34-37**.

## CAPITAL FUNDING

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Federal funding sources for Metra's 2023 Capital Program are from state of good repair and urbanized area formula funds, Congestion Mitigation and Air Quality Improvement (CMAQ) program, and the Illinois Transportation Enhancement Program (ITEP), which is federally funded but flows through IDOT. State sources provide additional funds, including PAYGO, IDOT Multi-modal Transportation Bonds, and Illinois Department of Commerce and Economic Opportunity funds. Local sources from Cook County and RTA Bonds also support this year's program. In the later years of the 2023-2027 Capital Program, Metra anticipates receiving funds through the RTA's Innovation, Coordination and Enhancement (ICE) program. In total, between state, federal and local sources, Metra expects to receive \$1.89 billion over the next five years to address its infrastructure needs. A more detailed discussion of Metra's 2023-2027 capital program begins on **page 25**. Tables and project descriptions for Metra's 2023-2027 program are found on **pages 38-52** and show funding projected to be available from current sources.



## RIDERSHIP FORECASTS

Metra ridership recovered steadily throughout 2022, averaging 46,000 weekday passengers in January, which coincided with the omicron variant surge, and growing to a weekday average of 120,000 by the end of September, approximately 43% of pre-COVID ridership. Month-to-month ridership gains were higher during the first half of the year, with smaller gains throughout the summer and into the fall. As winter and the end of the year approaches, ridership is anticipated to remain near 40% of pre-COVID levels.

Metra's passenger load data shows that ridership is notably higher on Tuesdays, Wednesdays, and Thursdays and lower on Mondays and Fridays. This pattern reflects hybrid work schedules, requiring two to three days of in-office attendance per week, which have become popular with major employers. The price of gasoline also continued to increase over the first half of the year and is believed to have positively impacted Metra's ridership.

Weekend ridership levels have recovered more than weekdays. Saturday and Sunday ridership is currently 61% and 58% of pre-COVID levels, respectively. And Metra continues to be a popular travel option for large downtown events. For example, Thursday, July 28, 2022, the first day of Lollapalooza, was one of Metra's highest ridership days

since the pandemic began, with more than 141,000 trips.

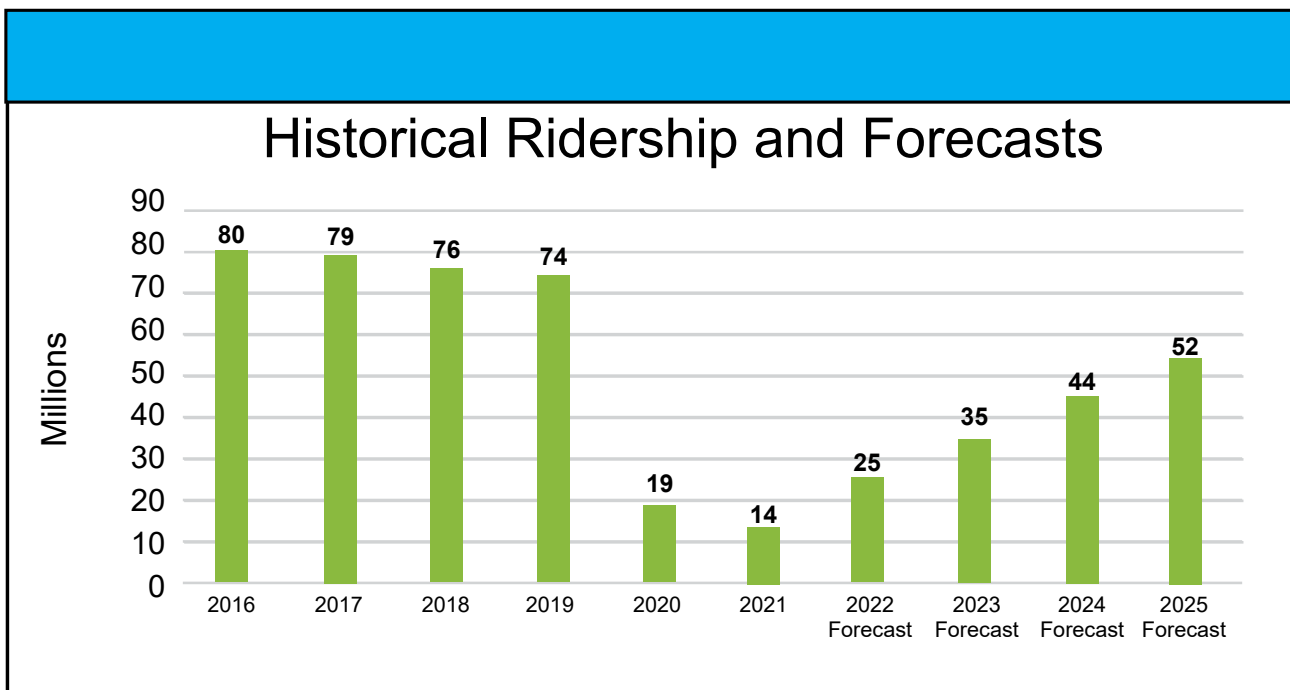
Since the start of the pandemic, Metra has been carefully tracking passenger volumes to adjust service to accommodate changes in ridership patterns. The pandemic accelerated pre-COVID trends in riders' ability and choice to work from home. With many businesses having embraced work-from-home arrangements, Metra continues to participate in discussions with employers and partner agencies to understand how such arrangements may change and impact regional travel. This trend is anticipated to continue in the upcoming years. Metra is dedicated to having the resources in place to serve increasing or changing ridership needs.

Metra expects to provide approximately 25 million passenger trips in 2022, which would be about 33% of pre-COVID ridership. Given the uncertainties of how the rate of in-office attendance will change, Metra expects slow and steady ridership growth over the next three years. Ridership recovery is expected to average 47% of pre-COVID levels for 2023, 60% for 2024, and 70% for 2025. **Exhibit 3** shows annual ridership trends back to 2016 and forecasted ridership through 2025. Additional information on ridership forecasts can be found on **page 58** 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 this general structure, an assortment of ticket types is offered to allow Metra customers flexibility in the use of its services. Ticket types 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*	90 days from date of purchase – nonrefundable	10
One-Way*	14 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

*\*These ticket types are also offered at a reduced rate to senior citizens, persons with disabilities, children, students through high school and active-duty military personnel. Reduced rates are also available to all riders on the Metra Electric and Rock Island lines under the Fair Transit South Cook Pilot project, subsidized by Cook County. More details on these reduced fare programs can be found at metra.com.*

*\*\*Metra is planning on offering Day Passes depending upon Board action regarding ticket types.*

Metra Monthly Pass holders can also purchase a \$30 Regional Connect Pass, which provides unlimited rides during the month on CTA and Pace with no day or time restrictions.

## FARE INITIATIVES

Metra's ridership dropped dramatically due to the COVID-19 pandemic. Metra responded to these changes by providing more affordable and flexible fare options to encourage riders to return or try Metra for the first time.

Before the pandemic, most Metra riders purchased a Monthly Pass, because this fare product offered the greatest discount for regular riders. Since the start of the pandemic, sales of the Monthly Pass have plummeted, as riders began working from home on a more regular basis and began choosing other fare products that provided better value for their new travel behavior. To make the Monthly Pass a better value for post-pandemic travel patterns, Metra began a six-month fare pilot to offer a \$100 flat-rate "Super Saver" Monthly Pass in July 2022. The flat-rate pass was valid for unlimited travel throughout the Chicago area. So far, this pilot has significantly increased Monthly Pass sales, as the pricing better matched the number of trips regular riders are making on Metra each month.

Based on guidance from the Metra Board, Metra is considering various fare pricing options for 2023.

- Under one option, the "Super Saver" pilot program will conclude after December 2022, and Monthly Pass pricing will revert to a distance-based fare system consisting of 10 fare zones in 2023. Beginning in January 2023, the Day Pass will be priced at twice the cost of a comparable One-Way Ticket<sup>1</sup>, and will only be valid for travel within the selected fare zones. However, Monthly Pass pricing will remain attractive to riders who use the system regularly but at a lower frequency than pre-pandemic. For 2023, the Monthly Pass will be priced at the equivalent of 16 One-Way Tickets<sup>2</sup>. This change prices the Monthly Pass competitively for customers who use Metra at least two days per week and is a nearly 45% decrease from pre-pandemic prices. The Monthly Pass will also become the only fare product that allows riders to pay more to travel beyond their ticketed fare zones. The incremental fare will be priced at \$1 for the first additional zone and 50 cents for each zone thereafter. There will be no incremental fare options for One-Way Tickets, Day Passes or Ten-Ride Tickets. This new policy is aimed at easing on board fare collection. Additional pricing details can be viewed in the fare tables seen in **Exhibits 23 and 24** in the Appendix.
- Other options may continue the current fare policy including the "Super Saver" flat rate Monthly Pass pricing, the \$6- and \$10- Day Pass pricing and maintain the current incremental fare pricing or some combination of those and similar fare options.

<sup>1</sup> Reduced Day Passes will be priced at the equivalent of two Reduced One-Way Tickets

<sup>2</sup> Reduced Monthly Passes will be priced at 50% of the full priced Monthly Pass.





## SERVICE PLAN

Since implementing a 50% schedule reduction systemwide in March 2020 in response to the COVID-19 pandemic, Metra has increased service on all lines over the past two years to accommodate ridership demand, allow for social distancing, and grow new markets. As Metra continues to add trains to its schedules, it will look to provide service that is as frequent and standardized as infrastructure and operating conditions allow. Where possible, train schedules will use consistent patterns to make service more user-friendly.

As ridership returns, Metra will also continue to explore new types of service, such as improved reverse-commute and off peak trains. Metra has used the disruption created by the pandemic to review its schedules, many of which had been relatively unchanged from those the agency inherited when it was formed in 1984, and identify opportunities to better meet the region's travel needs.

Using the principles outlined above, Metra launched several pilot schedules in 2021. These schedules, which were introduced on the BNSF, Metra Electric, Rock Island, and Union Pacific North lines, step away from pre-pandemic service models that prioritized peak rush-hour service in favor of a more balanced approach that spreads out service to offer better off-peak options. These schedules also include more standardized timetables and service patterns. Metra has seen ridership gains following the implementation of the new schedules.

As of mid-October 2022, Metra was operating 84% of pre-COVID weekday service (582 trains vs. 692 trains). To recover as much ridership as possible in 2023, Metra plans to increase service on lines that are still operating with reduced schedules, monitor ridership demand and patterns, and continue to adjust its schedules.



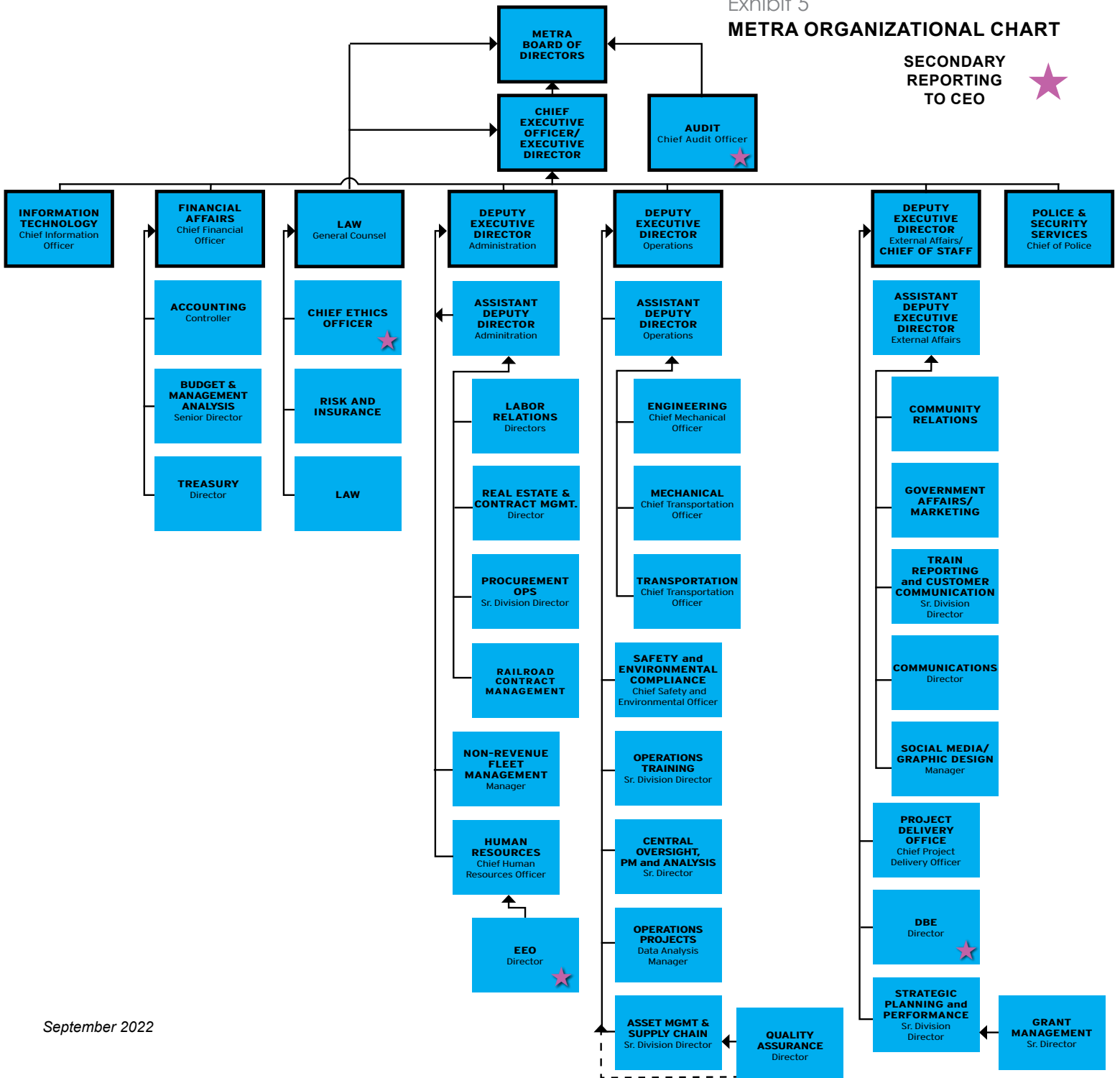




# ORGANIZATION

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**





## 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 Safety and Environmental Compliance, Operations Training, Central Oversight Project Management and Analysis, Operations Projects, Asset Management and Supply Chain and Quality Assurance 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 Metra's fixed assets, including buildings, stations, bridges, track, electrical, telecommunications, and signal systems. The Engineering Department also monitors the condition of and assists in building and maintaining fixed assets on the freight lines where Metra trains operate. The Engineering Department is divided into two major groups: Capital Projects and Maintenance.

### MECHANICAL

Mechanical coordinates and oversees the repair, inspection, cleaning, rebuilding, replacing, and maintenance of more than 1,200 pieces of rolling stock used in service. The department's goal is to provide safe, clean, and reliable service while maintaining the fleet to the standards of the Federal Railroad Administration, Association of American Railroads, American Public Transportation Association, and the original equipment manufacturers.

### TRANSPORTATION

Transportation is responsible for providing safe, efficient, and dependable transportation to riders on all Metra-operated lines and the lines operated by freight railroads under purchase-of-service agreements. In addition to all employees directly involved in providing train service, the Transportation Department also oversees the Dispatching Office and the Crew Management Center.

## 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 as well as the reporting of railroad incident and accident data to federal and state regulatory agencies. The department also oversees rail safety education and outreach programs and emergency evacuation training for first responders. The department's environmental compliance function includes inspection and testing for environmental safety (air quality, hazardous materials storage, etc.) at Metra-controlled facilities. It also oversees environmental mitigation, employee training, and the agency's hazardous waste disposal program.

### OPERATIONS TRAINING

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

### CENTRAL OVERSIGHT, PROJECT MANAGEMENT & ANALYSIS

This department includes the Business Efficiency and Process Improvement, Transportation Planning, and Operation Planning and Analysis sections. Business Efficiency identifies and leads strategic initiatives to increase process efficiencies and trains agency staff to use Lean Six Sigma principles. Transportation Planning is responsible for reviewing data related to Metra service, ridership, and fares as well as managing the reporting of operations-related data to the Metra Board, federal agencies, and other internal and external groups. Operations Planning and Analysis oversees the development of Metra's train schedules and the agency's adherence to Title VI of the Civil Rights Act and other equity standards in the provision of service.

## ASSET MANAGEMENT & SUPPLY CHAIN

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

### QUALITY ASSURANCE

The department consists of two teams: Corporate Quality Assurance and Enterprise Asset Management. Corporate Quality Assurance provides independent quality assurance oversight for all internal departments and third-party consultants/contractors associated with Metra's capital projects, ensuring that the agency adheres to the FTA's Quality Management System Guidelines. The Enterprise Asset Management team is responsible for implementation of the asset management software system and the processes used to maintain and manage Metra's asset data agencywide. This system will support the Implementation of Metra's TAM Plan and create a single source for asset inventory information, condition assessments, quality and reliability management, and investment prioritization planning for the capital program.

## ADMINISTRATION

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

### LABOR RELATIONS

Labor Relations is charged with the negotiation and administration of 17 collective bargaining agreements between Metra and its employees represented by 14 unions. This includes representing Metra in arbitration with respect to minor disputes and the ongoing negotiations to reach amicable settlements and avoid a major dispute with its unions.

## 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, manages station and vendor facilities, and ensures that utility easements placed on Metra property comply with Metra's engineering standards. It also oversees advertising contracts for display advertising at Metra-owned facilities and on Metra trains.

## PROCUREMENT

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

## RAILROAD CONTRACT MANAGEMENT

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

## NON-REVENUE FLEET MANAGEMENT

This department manages Metra's nonrevenue vehicle fleet.

## HUMAN RESOURCES

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

## 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.

## EXTERNAL AFFAIRS

This area's activities are overseen by the Deputy Executive Director for External Affairs and include the agency's Community Relations, Government Affairs, Marketing, Train Reporting and Customer Communications, Communications, Social Media/Graphics, Project Delivery, Disadvantaged Business Enterprise (DBE), Strategic Planning, and Grant Management departments.

## 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

Government Affairs 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. The department is also responsible for the agency's marketing promotions and business development.

## TRAIN REPORTING & CUSTOMER COMMUNICATIONS

Train Reporting and Customer Communications is responsible for passenger services, ticket services, ticket agents, station staff, social media, and graphics services. This department operates the agency's TRACC Center, monitoring train movements on Metra's 11 lines and providing real-time updates on train service. The department also conducts station inspections and oversees

projects that help ADA passengers navigate the Metra system.

## COMMUNICATIONS

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

## SOCIAL MEDIA/GRAPHIC DESIGN

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

## PROJECT DELIVERY

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

## DBE

The department is responsible for the administration of the Disadvantaged Business Enterprise (DBE) program in accordance with the mandates and regulations of the FTA and other federal, state, and local government statutes. The department ensures managers and staff understand the importance of diversity and nondiscrimination in the award and administration of Metra contracts and monitors the agency's performance in these areas.

## STRATEGIC PLANNING & GRANT MANAGEMENT

The Strategic Planning & Grant Management group includes Capital Program Development, Long-Range Planning, GIS, and Grant Management. Capital Program Development develops Metra's capital program, prepares any amendments and prepares all

discretionary funding grant applications. The Long-Range Planning Department identifies new opportunities to expand and enhance the rail system. Long-Range Planning also participates in studies led by other entities that will impact Metra and develops and tracks Metra’s strategic plan. GIS manages geographic information system data for the agency and coordinates development with freight, local, state, and regional partners. Grant Management is responsible for various aspects of grant award management, from requirements prior to grant award, through all reporting requirements. This includes financial tracking during a grant’s implementation, seeking reimbursement from grantors for eligible expenditures, processing and tracking the allocation of grantor equity to fixed assets, responding to grant award-related audits and reviews, and performing grant close-outs. The group is divided into four sections: Grant Development, Project Implementation, Grant Reimbursement, and Grant Accounting.

**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 hardware and software solutions. This team is also responsible for service desk operations and cyber security initiatives. The Administration Technology Development and Support (Custom Solutions) team is responsible for the development and support of all custom built, nonoperational 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 software solutions used in operations. 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 three groups: Accounting, Budget and Management Analysis, and Treasury. The core mission of these groups is to provide accurate financial information so that Metra can run its business efficiently.

**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**

This group is divided into two sections Budget and Management Analysis. The Budget section is charged with the accurate and timely production of annual budget and monthly variance reporting. Management Analysis reviews financial statements, operating reports, and invoices from utility companies and freight railroads that have purchase-of-service agreements with Metra.

**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.

**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 within the organization.

**ETHICS**

The Chief Ethics Officer is responsible for overseeing Metra’s compliance with the State Officials and Employees Ethics Act. The officer also conducts some of Metra’s internal investigations and often acts as a liaison with outside agencies, including the Office of Executive Inspector General for the Agencies of Illinois.

**RISK & INSURANCE**

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

**LAW**

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

**POLICE & SECURITY SERVICES**

The Metra Police Department serves and protects riders 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 riding public and handle vehicle accidents and trespasser incidents on the Metra system. Metra Police actively engage with first responders as well as local, state, and federal agencies during service disruptions and partner with these agencies on security planning.

**AUDIT**

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



## OVERSIGHT

### ILLINOIS INSPECTOR GENERAL

The Office of Executive Inspector General for the Agencies of the Illinois Governor (the OEIG) serves as the executive inspector general for Metra and the other regional transit boards (RTA, CTA and Pace). Complaints regarding misconduct, fraud or abuse by Metra employees and its Board of Directors can be directed to the OEIG, which can be contacted through its website, *inspectorgeneral.illinois.gov*, its toll-free hotline (866-814-1113), TTY (888-261-2734), fax (312-814-5479) or by mail at OEIG, ATTN: Complaint Division, 69 West Washington Street, Suite 3400, Chicago, IL 60602.

### CITIZENS ADVISORY BOARD

Metra's Citizens Advisory Board (CAB) is comprised of 13 residents of the region Metra serves who are appointed by members of the Metra Board. The CAB is intended to reflect the geographic, ethnic, and economic diversity of the six-county region. CAB members are appointed to two-year terms and serve without compensation. The Board meets quarterly and provides counsel on how Metra's policies, programs and services impact their constituencies. A list of current CAB members is on **page 68**.

### 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 190 fully accessible stations and 10 partially accessible stations throughout the six-county region. These represent our busiest stations used by more than 93% of our customer base. As a service to our customers who are disabled, Metra offers a large print system map, a braille rider and station guide, and a video to acquaint customers who are disabled with the rail system.



# STRATEGIC PLAN UPDATE

In November 2017, the Metra Board adopted the agency's first-ever strategic plan, titled *On Track to Excellence*, a document intended to guide the agency over the five-year period 2018-2022. The plan describes the five strategic goals, presented below, that drive the agency's activities. Progress toward each goal is defined through a set of measures of success. 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 its top priority. Metra is committed to providing safe and healthy working conditions for its employees as well as ensuring that the services it provides are safe and reliable for customers, the public, and the region's communities.**

Related initiatives:

- As the region emerged from the restrictions of the COVID-19 pandemic and riders returned, Metra launched the "Commute with Confidence" campaign to communicate that Metra is a safe and healthy transportation option. The campaign highlighted Metra's efforts to create a safe service, including an upgraded air filtration and purification system and a new cleaning and sanitizing regimen. This campaign won the 2021 American Public Transportation Association Award for Best Marketing and Communications on COVID-19. To date, not a single COVID-19 infection has been traced back to Metra service.
- In 2020, Metra fully implemented Positive Train Control (PTC), the biggest federally mandated safety initiative the railroad industry has ever undertaken. PTC enforces track speeds and prevents unauthorized entry into work zones, train-to-train collisions, over speed derailments, and train movements through switches that aren't properly aligned. Over the past 12 months, 99.5% of trains reported no PTC issues while operating. Metra will continue to make the necessary investments and upgrades to PTC technology.
- Metra plans to conduct 51 Operation Lifesaver Safety Blitzes at train stations across its system in 2022. During safety blitzes, Metra employees greet passengers at stations and discuss the importance of safe behavior around trains and tracks. Metra also conducts Operation Lifesaver rail safety presentations for schools and other organizations across the region. Through September 2022, Metra has conducted 121 presentations with another 25 scheduled by the end of the year.
- Metra continued its Safety Poster and Essay Contest for K-12 students in the region for the 2021-2022 school year. The contest is in its 15th year and is a key part of Metra's safety outreach to school-age children. Metra received more than 350 entries around the theme "Safety is a Choice You Make."
- As part of its continued effort to increase visibility, the Metra Police Department conducted more than 90,000 station checks throughout the Metra system in 2021 and 2022. Metra Police also conducted nearly 5,000 train rides in 2021 and increased their grade crossing enforcement details to proactively monitor locations where train vs. vehicle incidents have occurred.

## INVEST IN OUR WORKFORCE

In 2023, 21% 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.
  - Employee Development, which focuses on administrative and management employees.
  - In addition, the Safety, EEO, and Rules departments have training responsibilities and facilitate multiple courses.
- Early in 2023, Metra's Employee Development department is launching a new training program for mid-level managers. The program will aim to provide Metra managers with the skills necessary to successfully manage, develop, and empower their teams, and includes specific skill-building in communication and leadership. This mid-level training complements the current *Introduction to Management* curriculum.
- In 2022, Metra launched a comprehensive Diversity Equity and Inclusion (DEI) initiative that includes assessing our current climate, creating a strategy, building employee skills, executing our plan, and assessing progress. With Board support, Metra contracted with a vendor who has expertise in this field and is working through each phase to ensure successful implementation.
- In February 2022, Metra partnered with Gallup, Inc. to conduct employee engagement surveys to establish:
  - Current levels of employee engagement.
  - Areas of the current culture that are successful.
  - Areas of the current culture that need improvement.

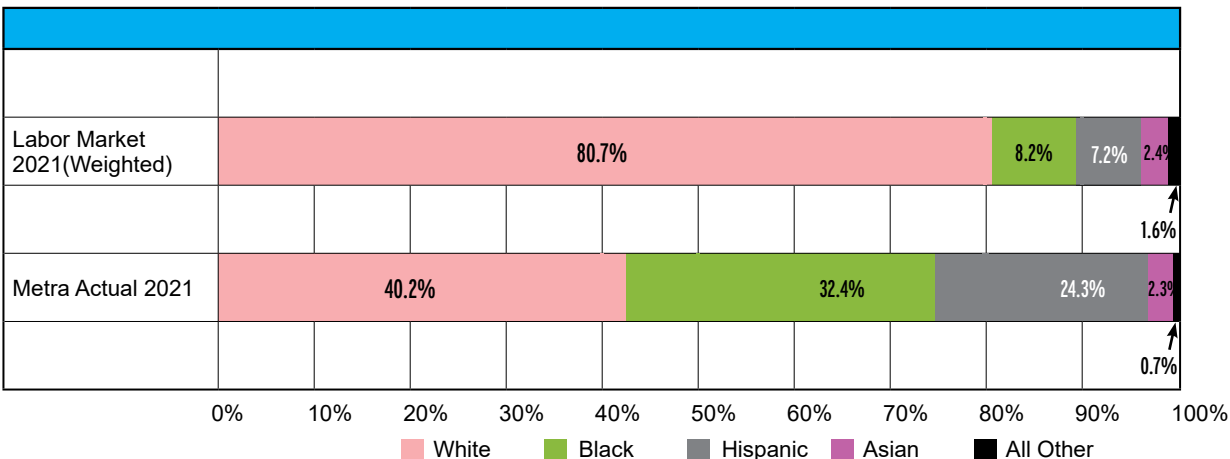
Throughout the year, managers worked with their teams to establish action plans to build on the areas that showed success and address areas that needed improvement. We're continuing to examine the survey results to ensure employees have what they need to do their best work and create an engaged workplace.

Metra also hired a manager dedicated to increasing employee engagement. The manager increased *My Metra* Honors participation, makes field visits, and is implementing engagement activities such as group events, retiree appreciation, and employee recognition.

- Metra recently made several significant policy enhancements. Starting in late 2022, Metra will offer paid parental leave for eligible employees. The agency will also offer the ability for non-contract staff to increase their vacation rollovers and to sell back unused vacation, with the intention of offering the same benefits to staff soon.
- As of the fourth quarter of 2021, Metra's workforce is more diverse than the labor market as a whole as shown in **Exhibit 6**. Metra remains committed to recruiting and retaining a diverse workforce and has contracted with LinkedIn to increase our reach and let potential future employees know about the benefits of working at Metra.

Exhibit 6

### METRA WORKFORCE COMPOSITION 2021





## DELIVER QUALITY CUSTOMER SERVICE

While safety will always be Metra's highest priority, on-time performance is a close second, and Metra's average on-time performance is 95% or higher. Metra understands that our customers expect the highest levels of service and is dedicated to doing all it can to deliver riders to their destinations on time

Related initiatives:

- In summer 2021, Metra launched an ongoing survey to learn about customer satisfaction and solicit feedback on a variety of topics. Riders can access the survey via their phone by scanning QR codes placed throughout trains. Through the end of 2021 and the first half of 2022, the survey has consistently reported that about 70% of respondents are satisfied with Metra.
- In 2021, Metra invested \$22.6 million in its stations and public facilities and completed 18 station beautification projects.
- Metra uses IssueTrak software to ensure that customers' comments are formally tracked, assessed, and responded to in a timely manner. Through the first half of 2022, Metra has received 12,033 customer comments.
- Metra uses Twitter, Facebook, Instagram, YouTube, and LinkedIn to communicate and engage with its customers. Types of engagements range from line-specific service alerts to promotional materials about Metra, its employees, and initiatives. Metra currently has 136,115 followers across all social media platforms. From Sept. 1, 2021, through Sept. 1, 2022, Metra logged 1,316,801 engagements with social media users across all platforms, a 16.6% increase from the prior year



### OPTIMIZE OUR CAPITAL ASSETS

Reliable rail service depends upon ongoing investment in the maintenance of capital assets, such as track, signals, rolling stock, communications equipment, bridges, and buildings. However, due to inadequate funding, Metra has been falling behind on these investments for years. A legacy system like Metra's has many components approaching or past their useful lives, with about 40% of its assets classified in marginal or worn condition. While Metra will continue to prioritize safe operations, the availability of federal, state, and local funding for transit capital projects has not kept pace with our needs.

Metra's first Transit Asset Management Plan (TAM) was adopted by the Metra Board in October 2018, and Metra updated the plan in 2022. The plan, which is mandated by the Federal Transit Administration, will help Metra maximize the use of existing capital funding by establishing an investment prioritization framework to guide the allocation of capital funds.

Nearly 60% of Metra's 2023 Capital Program is dedicated to major state of good repair projects, including:

- \$104.1 million for the acquisition of new rolling stock and the rehabilitation of existing rolling stock by Metra employees at Metra railyards.
- \$32.1 million for bridge replacement and engineering, focusing on environmental and historical impact studies and preliminary engineering. Larger funding amounts are typically allocated to this asset category in the annual capital program; however, in 2021, hundreds of millions of Rebuild Illinois funds were programmed.
- \$16.9 million for interlocking rehabilitation projects. Interlocking projects increase the number of trains that can pass through a section of track and provide safety and reliability benefits. Completing these projects will allow for greater flexibility in Metra's train schedule.
- \$135.2 million for reconstructing and improving stations. Forty-six projects fund a broad slate of station improvements, including design, engineering, parking lot repairs, accessibility improvements, platform reconstructions, full rehabilitations, and two new stations. The increase in station projects helps Metra complete the funding commitments made in state's Rebuild Illinois capital plan.



**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 not sustainable and will result in 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:

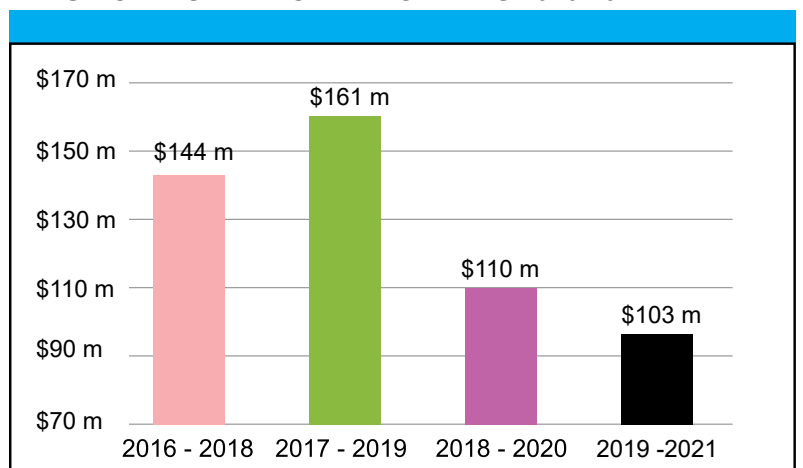
- In January 2021, Metra, in partnership with Cook County, launched Fair Transit South Cook Pilot, a three-year program that reduces Metra fares on the Rock Island and Metra Electric lines up to 50%. Throughout the pandemic, ridership on the Rock Island and Metra Electric has performed better than most other lines in our system.
- Metra responded to the changing ridership patterns brought on by the pandemic creating more affordable and flexible fare options. This included discounted Day Passes and a \$100 flat-rate Monthly Pass. As more riders return, Metra plans to take the lessons learned and adapt the Monthly Pass pricing so that it remains attractive to riders who use the system regularly but at a lower frequency than pre-pandemic.
- In 2021, Metra adopted service principles intended to guide schedule development and address changes in rider behavior as people returned to commuting post pandemic. The principles include providing consistent and frequent service throughout the day and establishing memorable schedules and service patterns. One such example is the new schedule on the UP-North Line, where trains operate with 30–60-minute headways throughout the day between Winnetka (Zone D) and downtown Chicago (Zone A). Due to these changes, the UP-N has seen greater ridership recovery than most other Metra lines.
- Metra regularly pursues discretionary grant opportunities to provide funding for capital needs. From 2019 through 2021, Metra has been awarded \$103 million in discretionary grants through various local, state, and national programs. **Exhibit 7** shows the value of discretionary grants awarded to Metra from 2016 through 2021.
- Technological improvements have resulted in efficiencies in costs and employee time. Examples include automating the tracking of hours of service for conductors and engineers, which eliminated more than 400 man hours per month spent filling out forms by hand; automating the documentation and tracking of mechanical issues, reducing repair times, and eliminating duplicate issues; automating reports and data warehouse queries providing real-time access to data to support business decisions; developing automated payroll functions that are eight times faster than the manual processes; and reducing staff time to process and monitor check requests by converting to an electronic process.

**2023-27 STRATEGIC PLAN UPDATE**

In 2022, Metra began the process of developing a new five-year strategic plan covering the years 2023 through 2027. Metra gathered initial feedback this summer through a public survey and will continue gathering feedback from key stakeholders this fall. A draft plan is expected to be released for public comment in October. Input from the public and stakeholders will be reflected in a revised draft slated for Metra Board adoption in early 2023.

Exhibit 7

**VALUE OF DISCRETIONARY GRANTS 2016-2021\***



\*Three-year rolling average by year of award.

Source: Metra Strategic Planning and Performance



# CAPITAL PROGRAM

In 2023, Metra anticipates \$504.6 million in capital funding. This includes federal formula funding of \$252.5 million, a nearly 30% increase from 2022 levels, as well as \$30.8 million of funding from other federal program sources. The state of Illinois is expected to provide \$73.8 million in PAYGO funds, \$12 million in Multi-Modal Transportation Bond funds, and \$0.5 million from the Illinois Department of Commerce and Economic Opportunity (IDCEO). Cook County is providing \$5 million for Metra capital projects, and the RTA plans to issue bonds and provide Metra with \$130 million. Metra's 2023-2027 capital program tables and project descriptions are found on **pages 38-52**.

Approximately 67% of the 2023 Capital Program will fund large-scale projects including:

- Station Reconstruction: \$119.5 million
- Railcar Rehabilitation and Purchase: \$70.8 million
- Program Management: \$38.6 million
- Locomotive Improvements: \$33.3 million
- Bridge Replacement and Rehabilitation: \$32.1 million
- Ticket Vending Machines: \$24.6 million
- Interlockings: \$21.4 million

## ROLLING STOCK

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

In January 2021, Metra's Board approved a contract of up to \$1.8 billion for the purchase of up to 500 new multilevel cars from Alstom Transportation. Though safe and regularly maintained, nearly 40% of the railcars in our fleet are rated as marginal or poor condition using the FTA's benchmarks for useful life. The first new cars will retire nearly 70-year-old bi-level cars. 2023 funding will provide the next payment on the \$787 million base order of 200 railcars.

Metra's 2023-2027 capital program includes \$674.1 million for rolling stock.

## BRIDGES, TRACK & STRUCTURES

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

In September 2021, Metra announced the launch of the next major phase of bridge replacements for the Union Pacific-North (UP-N) Line. The UP North Rebuild project will replace 11 bridges between Fullerton Avenue and Cornelia Street, each of which are each more than 120 years old. More than 1.5 miles of retaining walls and embankment structures will also be replaced. The project is funded with previously programmed Rebuild Illinois bond funds. Preliminary engineering and environmental work on this project progressed in 2022. The out-years of the five-year program include significant capital funding for this project when construction funds will be needed.

The 2023 program also includes funding for preliminary engineering and environmental analysis for the Rock Island Connection and Third Main. This project will be coordinated with CREATE's 75th St. Corridor Improvement Project to enable Metra SouthWest Service trains to operate on the Rock Island Line, terminating at LaSalle Street Station. This will improve the speed and on-time performance of the SWS Line while freeing up much needed capacity at Chicago Union Station. The project will include 6 miles of new third mainline track and improvements to the yard and passenger amenities at LaSalle Street Station.

Bridge improvements in the Auburn Gresham neighborhood of Chicago are continuing in 2023 to support the construction of the new Auburn Park Station. These include lifting a bridge between 78th Street and 79th Street on Metra's Rock Island Line and replacing another bridge adjacent to the new station.

Preparation for the replacement of several bridges across the system is also moving forward. The 2023 program funds

the construction phase to replace Bridge A418 adjacent to the Ingleside Station on the Milwaukee District North Line. Metra's 2023-2027 capital program includes more than \$292.4 million for bridges, track, and structures.

### **SIGNAL, ELECTRICAL & COMMUNICATIONS**

Signal, electrical, and communications systems, such as Positive Train Control (PTC), are vital to safe railroad operations. Metra is responsible for maintaining approximately 2,000 wayside signals. The 2023-2027 Capital Program pivots investments towards replacing aging interlockings and provides funds for nine interlockings across the system.

Construction will continue at the Morgan Street interlocking on the Milwaukee District and the Chicago Union Station north and south interlockings. Funding is also provided to replace the 16th Street interlocking on the Rock Island Line, to design and construct the A-20 interlocking near Techny Road on the Milwaukee District North Line, and to rehabilitate multiple signals on the Milwaukee District West and North lines.

Metra will also pilot a test of a set of "smart gates" to be installed at grade crossings in Blue Island along the Rock Island Line. The smart gates project will use cameras, sensors, and artificial intelligence to constantly monitor the crossing gate, signals, and guideway intrusions. When a monitor detects an anomaly, the system will send a notice to the back office and dispatch a signal maintainer to perform repairs. These safety improvements are eventually intended to be installed systemwide.

Electrical substations are critical components to providing motive power on the Metra Electric Line. Unfortunately, many of Metra's substations have long exceeded their useful life and are difficult to repair due to a lack of spare components. 2023 capital funding will support construction work on the Jackson substation, and design work for the Harvey, Homewood, Vollmer, and University Park substations.

The 2023-2027 program includes \$207.8 million for signal, electrical, and communication.

### **FACILITIES & EQUIPMENT**

Metra has 24 rail yards and seven maintenance facilities. Beginning in 2022, many smaller yard improvement projects will be undertaken through the newly created Systemwide Yard Improvements project. Metra will continue to make significant investments in right-of-way equipment and vehicles to increase reliability and provide emissions and operating cost benefits. In late 2022, Metra plans to issue a request for proposals in contract support services for an Enterprise Asset Management (EAM) system to improve the efficiency of issuing work orders, tracking the condition of assets, and for reporting purposes.

To offer a variety of ticket purchasing options and make purchasing tickets faster, easier, and more convenient for our customers, Metra will install up to 650 ticket vending machines (TVMs) at stations throughout the Metra system. The TVMs will be fully ADA-accessible and will offer the ability to purchase tickets using contactless cards and mobile wallet applications and will no longer require the insertion of debit/credit cards into the machine.

The 2023-2027 program includes \$242.3 million for facilities and equipment.

### **STATIONS & PARKING**

Customer-focused enhancements to Metra stations and parking facilities are a priority in the five-year program, with nearly three dozen station projects currently underway. The Rebuild Illinois program has vastly increased the capital funding that Metra can allocate toward station projects. Projects cover a broad slate of station improvements including design, engineering, parking lot repairs, accessibility improvements, platform reconstructions, full station rehabilitations, and construction of two new stations.

Funds are provided in 2023 for new station construction at Peterson Ridge and Auburn Park, as well as reconstruction and platform replacement at the LaGrange Road, South Water Street/Millennium, 59th Street (U. of Chicago), 79th Street (Chatham), 87th Street (Woodruff), 95th Street, 103rd Street (Rosemoor), Forest Glen, Kenilworth, and Waukegan stations. The 2023 program also includes funding station improvement design at Olympia Fields, Forest Glen, Round Lake, 107th Street - Beverly Hills, and 115th Street - Morgan Park stations. Metra will also continue work to upgrade stations, emphasizing ADA accessibility features including the replacement of elevators that have exceeded their useful lives, and adding warming shelters to all outlying stations.

The 2023-2027 program allocates \$315.3 million for station and parking improvements.

# CAPITAL PROGRAM DEVELOPMENT PROCESS

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 these projects are designed to sustain the existing infrastructure, comply with Federal Railroad Administration regulations, and maintain and improve upon current performance levels.

Metra's 10-year capital program need is \$18.6 billion, including a total backlog for assets of \$9.4 billion. The size of Metra's backlog and capital needs will continue to be refined as part of the Transit Asset Management (TAM) Plan process. Metra staff have collaborated with the RTA, CTA, and Pace to update the Capital Optimization Support Tool (COST) so that the region's transit boards can maintain up-to-date estimates of the capital backlog while accounting for assets that are new, replaced, or improved as capital funds are expended and projects completed.

Current modeling conducted with the COST tool shows that Metra and the region's transit service boards do not have adequate funding to reduce the state of good repair backlog. Even with the significant influx of state capital funds from Rebuild Illinois, the backlog of deferred capital maintenance will start increasing again by 2025. Currently, 38% of Metra's assets are in a "marginal" or "worn" condition per the RTA's calculations and asset condition rating guidance from the Federal Transportation Administration (FTA). Metra uses the COST tool outputs and several adopted plans to provide guidance on the prioritization of capital funds. 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. Metra's Board of Directors approved the plan in 2017 for the horizon period of 2018-2022. 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 comprehensive plan, which is a longer-term vision for the region and includes a list of Metra-designated regionally significant projects.

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

The process starts with the "Call for Capital Projects" to collect requests for capital projects that would be considered for the upcoming program cycle. During the call, information is collected on each project to assess and prioritize them for funding. The call gathers both qualitative and quantitative information about projects, the amount and timing of funding requests, and information needed to measure the criticality of the project. The following list outlines some of the information collected as part of the call:

- 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
- Project readiness, budgets and timelines



Once all project information is gathered, the investment prioritization process begins. For the 2023-27 Program, the prioritization criteria included the following, with each criterion assigned a score from highest (1) to lowest (5):

- Strategic alignment
  - Safety and security
  - Customer service
  - Cost
- Project readiness
- Condition
- Mandate
- Accessibility
  - Access to jobs
  - Improve ADA compliance/access
  - In geographic equity areas
- Reduce emissions

The prioritization process provides a guide for determining which projects are considered for inclusion in the proposed 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 presented to the Metra Board, which releases it for public comment. The draft plan is also presented to Metra's Citizens Advisory Board and the county boards of each of the six counties in Metra's service area for comment. The public can provide comments at each of these meetings, as well as at public hearings. Comments provided by the public are incorporated into the final capital program 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 (*metra.com*) before every Board meeting. Information about the projects can be found on Metra's website 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.



## 2023 BUDGET OVERVIEW

Metra's 2023 Operating Budget and 2024-2025 Financial Plan uses Metra's remaining \$599.2 million in federal relief funds, which are sufficient to balance the budgets in 2023 and 2024 but fall short in 2025. Additional, but currently unidentified, new funding sources or other budget-balancing actions will be needed in 2025.

Metra's 2023 Operating Budget and 2024-2025 Financial Plan assumes that ridership will gradually increase from 40% of 2019 levels at the beginning of 2023 to 75% of 2019 levels by the end of 2025. Service levels are planned to approximate pre-pandemic levels to increase convenience and encourage riders to return. Sales tax marks, provided by the RTA, remain strong and growing throughout the three-year period, with 2023 marks projected to be \$25.9 million or 5.2% higher than 2022, while 2024 and 2025 increase 2.5% and 4% annually, respectively.

The budget and financial plan is prepared on an accrual basis of accounting consistent with U.S. Generally Accepted Accounting Principles. The budget and financial plan is based upon the terms of contractual agreements and reasonable estimates from currently available information. 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. Additional information about revenues and expenses is provided on the following pages and in **Exhibits 8-12, pages 34-37**.





## PASSENGER REVENUE

Passenger revenue for 2023 is estimated to be higher than the 2022 budget by \$64.3 million, or 58.6%. This increase reflects the budget assumption that ridership increases from a projected 40% of 2019 levels at the beginning of 2023 to 55% of 2019 levels by the end 2023 – averaging 47% of 2019 levels throughout the year. For 2024 and 2025, passenger revenue is budgeted at 60% and 70% of 2019 levels, respectively, reflecting assumed increases in ridership from 55% to 65% of 2019 levels in 2024 and from 65% to 75% in 2025.

## REDUCED FARE SUBSIDY

The reduced fare reimbursement is budgeted to be \$1.6 million for 2023, flat with the 2022 budget. The reduced fare subsidy is budgeted to remain flat in both 2024 and 2025.

## OTHER INCOME (Leases, etc.)

The 2023 budget for other operating income has been increased by \$7.5 million, or 21.4%, from the 2022 budget, driven by anticipated higher interest and trackage income, along with more track and crossing project work performed on behalf of third parties and other governmental agencies. Other line items (including rental, advertising, and parking income) have slight increases or decreases individually compared to the 2022 budget but are estimated in total to remain at 2022 budget levels. Overall, the other income category is budgeted to remain flat during the 2024-2025 plan period.

## FEDERAL RELIEF FUNDING

Based on forecasts of 2022 financial results, Metra projects to carry over into 2023 \$599.2 million of federal COVID relief funding. To balance its 2023 budget and 2024 plan, Metra will use \$238.2 million and \$218.2 million, respectively. The remaining \$142.8 million will be used to offset an expected funding need of approximately \$195 million in 2025.

## TOTAL OPERATING EXPENSES

The 2023 operating expense budget projects an increase of \$80 million, or 8.9%, compared to the 2022 operating budget. The budgeted operating expense increase is largely due to inflationary

and contractual cost increases. The budget also includes headcount additions related to training new employees along with new expenses related to implementing various initiatives (e.g. diversity, equity and inclusion). The transfer of Union Pacific (UP) PSA activities is also planned to begin in 2023, and the budget includes a provision for temporary initial costs that may be incurred. Metra's goal of cost neutrality remains in executing this transfer. For the plan years, operating expenses are budgeted to increase \$40 million, or 4.1%, in 2024 and another \$35 million, or 3.4%, in 2025. Both years reflect a more normalized level of inflation and other known contractual increases.

## OPERATIONS AND MAINTENANCE

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

The 2023 budget for operations and maintenance, which represents about 76% of Metra's operating costs, is projected to increase by \$50.8 million, or 7.4%, over the 2022 budget. Inflationary and contractual cost increases, along with headcount additions related to training programs, such as Metra's apprentice program are primary drivers of the increase. Also, the budget includes additional funds related to Metra's bridge inspection and maintenance program, which reside in the engineering category. Metra's operations and maintenance budget for 2024 is projected to increase by 4% over the 2023 budget and by 3.5% over the 2024 plan by 2025, reflecting stabilization of inflation during this period.

## ADMINISTRATION

The 2023 budget for administration, which represents about 14% of Metra's operating costs, is projected to increase by \$11.7 million, or 9.4%, compared to



the 2022 budget. Contractual and market-based increases for wages and fringes, along with general inflationary increases for materials and services, are primary drivers of this increase. The administration budget also includes additional costs related to new initiatives, including the diversity, equity, and inclusion initiative. For the plan years of 2024 and 2025, administration costs are projected to grow at 4.1% and 3.3%, respectively, and remain at 14% of total operating expenses.

### DIESEL FUEL

Diesel fuel for 2023 is budgeted at \$66.3 million, representing a \$16.6 million increase from the 2022 budget and is related to higher spot rates for fuel during 2022. This is directly related to higher actual costs for fuel than budgeted in 2022. Metra has entered into a fixed price, fixed quantity agreement for approximately 50% of its expected 2023 fuel usage at rates favorable to current market conditions, but higher than pricing included in the 2022 budget and plan. Metra's 2023 budget assumes that spot market pricing for diesel fuel will average \$3.50 a gallon throughout year. Fuel usage is budgeted to decline by approximately 3% in 2023, reflecting improved fuel efficiency as the locomotive fleet is rehabbed and adds more modernized equipment. For 2024 and 2025, Metra's projected expense for diesel fuel is \$69.2 million and \$71.4 million, respectively, reflecting inflationary increases.

### METRA ELECTRIC LINE ELECTRICITY

Metra Electric Line electricity is budgeted for 2023 at \$4.3 million, which is \$0.2 million, or 4.2% higher, than the 2022 budget. For 2024 and 2025, Metra's projected expense for Metra Electric Line electricity is \$4.4 million and \$4.5 million, respectively, reflecting inflationary increases.

### CLAIMS AND INSURANCE

Claims and insurance expenses for 2023 are budgeted at \$32.7 million, which is a \$0.7 million, or a 2.2% increase, from the 2022 budget. The budgeted increase in claims and insurance expense for 2023 is largely impacted by insurance premiums that were contracted in 2022 at a lower rate than originally budgeted. For 2024 and 2025, expenses in this category are projected to increase by \$1.5 million and \$1 million, respectively, reflecting inflationary increases.

### SUMMARY

**Exhibit 10** on **page 35**, presents Metra's 2023 budget, while **Exhibit 11** on **page 36** summarizes Metra's 2023 budget and its 2024-2025 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 2023 projected cash flow summary is included on **page 37** as **Exhibit 12**.







# APPENDIX

34	Operating Budget Comparisons
34	Calculation of 2023-2025 Farebox Recovery Ratios
35	2023 Budget by Carrier and Type of Expense
36	2023 Budget Summary and 2024-2025 Financial Plan
37	2023 Projected Cash Flow Summary
38	2023 Capital Program
39	2023 Capital Program Sources
40	2023 Capital Program Project Descriptions
52	2023-2027 Capital Program
53	Operating and Service Characteristics
54	Physical Description
55	Rail Stations by Fare Zone
57	Ridership-Related Statistics
58	Forecasted Ridership
59	Average Passenger Loads
60	Ticket Sales by Ticket Type
61	2023 Adult Fares
62	2023 Special User Fares
63	Commuter Rail Board Ordinance MET XX-XX
65	Public Notice
66	Public Hearing Schedule
68	Notice of Title VI Protection
68	Citizens Advisory Board



Exhibit 8

**METRA OPERATING BUDGET COMPARISONS 2022 BUDGET AND 2023 BUDGET**

(\$ in millions)

	2022 Amended Budget	2023 Budget	Growth Amt.	%
<b>Revenues</b>				
Passenger Revenue	\$109.8	\$174.1	\$64.3	58.6%
Reduced Fare Subsidy	1.6	1.6	0.0	0.0%
Other Income (Leases, etc.)	35.0	42.5	7.5	21.4%
<b>Total Revenues</b>	<b>\$146.4</b>	<b>\$218.2</b>	<b>\$71.8</b>	<b>49.0%</b>
<b>Operating and Maintenance</b>				
Transportation	299.3	312.2	12.9	4.3%
Maintenance of Way	180.4	206.7	26.3	14.6%
Maintenance of Equipment	210.6	222.2	11.6	5.5%
<b>Subtotal - Operations and Maintenance</b>	<b>\$690.3</b>	<b>\$741.1</b>	<b>\$50.8</b>	<b>7.4%</b>
Administration	123.9	135.6	11.7	9.4%
Diesel Fuel	49.7	66.3	16.6	33.4%
Metra Electric District Electricity	4.1	4.3	0.2	4.2%
Claims & Insurance	32.0	32.7	0.7	2.2%
<b>Total Operating Expenses</b>	<b>\$900.0</b>	<b>\$980.0</b>	<b>\$80.0</b>	<b>8.9%</b>
<b>Total Operating Deficit</b>	<b>\$753.6</b>	<b>\$761.8</b>	<b>\$8.2</b>	<b>1.1%</b>
<b>Funding Sources</b>				
Metra Sales Taxes	497.7	523.6	25.9	5.2%
Add: ICE Funding for Operations	0.0	0.0	0.0	0.0%
Federal Relief Funding - Revenue Replacement	255.9	238.2	(17.7)	-6.9%
Federal Relief Funding - Sales Tax Replacement	0.0	0.0	0.0	0.0%
Total Funds for Operating	753.6	761.8	8.2	1.1%
Capital Fare Funding	0.0	0.0	0.0	0.0%
<b>Total Funds Available for Operating</b>	<b>\$753.6</b>	<b>\$761.8</b>	<b>\$8.2</b>	<b>1.1%</b>
<b>Excess / (Shortfall) of Funds</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>
<b>Revenue Recovery Ratio Calculation</b>				
<b>Recovery Ratio</b>	<b>48.1%</b>	<b>50.0%</b>	<b>1.9%</b>	
Recovery Ratio Additions	\$1.0	\$1.0	0.0	0.0%
Recovery Ratio Exclusions	\$61.2	\$65.4	4.2	6.9%

Exhibit 9

**CALCULATION OF 2023-2025 FAREBOX RECOVERY RATIOS**

(\$ in millions)

Year	2023	2024	2025
System-Generated Revenues	\$218.2	\$265.1	\$302.1
Federal Relief Funding/Other New Funding	238.2	218.2	194.9
Additions to Recovery Ratio Revenues	1.0	1.3	1.5
<b>Farebox Recovery Ratio Revenue</b>	<b>\$457.4</b>	<b>\$484.6</b>	<b>\$498.5</b>
Total Operating Expenses	\$980.0	\$1,020.0	\$1,055.0
Exclusions from Recovery Ratio Expenses	(65.4)	(68.0)	(70.4)
<b>Farebox Recovery Ratio Expenses</b>	<b>\$914.6</b>	<b>\$952.0</b>	<b>\$984.6</b>
<b>Revenue Recovery Ratio</b>	<b>50.0%</b>	<b>50.9%</b>	<b>50.7%</b>

Exhibit 10

**2023 BUDGET BY CARRIER AND TYPE OF EXPENSE**

(\$ in millions)

	NIRCRC	Union Pacific	BNSF Railway	Total Metra
<b>Revenues</b>				
Passenger Revenue	\$73.1	\$64.4	\$36.6	\$174.1
Reduced Fare Subsidy	0.7	0.6	0.3	1.6
Other Income (Leases, etc.)	42.5	0.0	0.0	42.5
<b>Total Revenues</b>	<b>\$116.3</b>	<b>\$65.0</b>	<b>\$36.9</b>	<b>\$218.2</b>
<b>Operating and Maintenance</b>				
Transportation	181.8	86.6	43.8	312.2
Maintenance of Way	128.1	72.0	6.6	206.7
Maintenance of Equipment	115.0	70.0	37.2	222.2
<b>Subtotal - Operating and Maintenance</b>	<b>\$424.9</b>	<b>\$228.6</b>	<b>\$87.6</b>	<b>\$741.1</b>
Administration	130.4	5.2	0.0	135.6
Diesel Fuel	26.4	28.0	11.9	66.3
Metra Electric District Electricity	4.3	0.0	0.0	4.3
Claims & Insurance	19.0	9.5	4.2	32.7
<b>Total Operating Expenses</b>	<b>\$605.0</b>	<b>\$271.3</b>	<b>\$103.7</b>	<b>\$980.0</b>
<b>Total Operating Deficit</b>	<b>\$488.7</b>	<b>\$206.3</b>	<b>\$66.8</b>	<b>\$761.8</b>
<b>Funding Sources</b>				
Metra Sales Taxes				523.6
Add: ICE Funding for Operations				0.0
Federal Relief Funding				238.2
Less: Capital Fare Funding				0.0
<b>Total Funds Available for Operating</b>				<b>\$761.8</b>
<b>Excess / (Shortfall) of Funds</b>				<b>\$0.0</b>
<b>Revenue Recovery Ratio Calculation</b>				
<b>Recovery Ratio</b>				<b>50.0%</b>
Recovery Ratio Additions				1.0
Recovery Ratio Exclusions				65.4

Exhibit 11

**2023 BUDGET SUMMARY AND 2024-2025 FINANCIAL PLAN**

(\$ in millions)

	2023 Budget	Growth	2023 Plan	Growth	2024 Plan
<b>Revenues</b>					
Passenger Revenue	\$174.1	26.9%	\$221.0	16.7%	\$258.0
Reduced Fare Subsidy	1.6	0.0%	1.6	0.0%	1.6
Other Income (Leases, etc.)	42.5	0.0%	42.5	0.0%	42.5
<b>Total Revenues</b>	<b>\$218.2</b>	<b>21.5%</b>	<b>\$265.1</b>	<b>14.0%</b>	<b>\$302.1</b>
<b>Operating and Maintenance Expenses</b>					
Transportation	312.2	3.8%	324.0	3.5%	335.2
Maintenance of Way	206.7	4.2%	215.4	3.5%	223.0
Maintenance of Equipment	222.2	4.2%	231.6	3.6%	239.9
<b>Subtotal - Operating and Maintenance</b>	<b>\$741.1</b>	<b>4.0%</b>	<b>\$771.0</b>	<b>3.5%</b>	<b>\$798.1</b>
Administration	135.6	4.1%	141.2	3.3%	145.8
Diesel Fuel	66.3	4.4%	69.2	3.2%	71.4
Metra Electric District Electricity	4.3	2.3%	4.4	2.3%	4.5
Claims & Insurance	32.7	4.6%	34.2	2.9%	35.2
<b>Total Operating Expenses</b>	<b>\$980.0</b>	<b>4.1%</b>	<b>\$1,020.0</b>	<b>3.4%</b>	<b>\$1,055.0</b>
<b>Total Operating Deficit</b>	<b>\$761.8</b>	<b>-0.9%</b>	<b>\$754.9</b>	<b>-0.3%</b>	<b>\$752.9</b>
<b>Funding Sources</b>					
Metra Sales Taxes	523.6	2.5%	536.7	4.0%	558.0
Add: ICE Funding for Operations	0.0	0.0%	0.0	N/A	0.0
Federal Relief Funding - Revenue Replacement	238.2	-8.4%	218.2	-34.6%	142.8
Other Funding Sources / Budget Balancing Actions	0.0	0.0%	0.0	N/A	52.1
Capital Fare Funding	0.0	0.0%	0.0	0.0%	0.0
<b>Total Funds Available for Operating</b>	<b>\$761.8</b>	<b>-0.9%</b>	<b>\$754.9</b>	<b>-0.3%</b>	<b>\$752.9</b>
<b>Revenue Recovery Ratio Calculation</b>					
<b>Recovery Ratio</b>	<b>50.0%</b>		<b>50.9%</b>		<b>50.7%</b>
Recovery Ratio Additions	\$1.0		\$1.3		\$1.5
Recovery Ratio Exclusions	\$65.4	4.0%	\$68.0	3.5%	\$70.4



## Exhibit 12

**METRA - 2023 PROJECTED CASHFLOW SUMMARY**

(\$ in millions)

	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTAL
<b>Beginning Balance</b>	\$300.0	\$282.0	\$296.7	\$321.3	\$330.0	\$324.7	\$328.5	\$325.2	\$323.1	\$323.5	\$321.5	\$312.1	
<b>Operating Revenue</b>	15.1	15.3	16.7	17.1	17.6	18.5	20.6	19.3	19.1	20.1	19.4	19.5	218.2
<b>Capital Farebox Revenue</b>	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>15.1</b>	<b>15.3</b>	<b>16.7</b>	<b>17.1</b>	<b>17.6</b>	<b>18.5</b>	<b>20.6</b>	<b>19.3</b>	<b>19.1</b>	<b>20.1</b>	<b>19.4</b>	<b>19.5</b>	<b>218.2</b>
<b>RTA Sales Tax Month Paid</b>	49.0	48.4	55.3	34.3	34.5	42.1	38.6	42.2	43.8	41.8	43.4	42.2	515.6
<b>ICE (Per RTA Schedule)</b>	0.5	0.5	0.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.6
<b>RTA Sales Tax / State PTF</b>	49.5	48.9	55.8	34.3	34.5	42.1	38.6	42.2	43.8	41.8	43.4	42.2	517.2
<b>Federal Covid Relief Funding - Revenue Replacement</b>	0.0	33.2	32.9	37.7	24.7	22.1	16.8	16.8	17.7	18.8	11.2	13.0	244.7
<b>Federal Covid Relief Funding - Sales Tax Replacement</b>	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>Other State Funds (Bond &amp; PAYGO)</b>	11.7	11.7	11.7	34.9	34.9	35.0	18.8	18.8	18.8	24.8	24.8	24.9	270.8
<b>Capital Grants:</b>													
<b>FTA</b>	14.9	19.1	21.7	19.6	42.2	35.4	40.0	24.2	26.6	17.4	18.4	20.8	300.3
<b>RTA</b>	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>CMAQ</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Subtotal</b>	<b>14.9</b>	<b>19.1</b>	<b>21.7</b>	<b>19.6</b>	<b>42.2</b>	<b>35.4</b>	<b>40.0</b>	<b>24.2</b>	<b>26.6</b>	<b>17.4</b>	<b>18.4</b>	<b>20.8</b>	<b>300.3</b>
<b>Total Cash Receipts</b>	<b>91.2</b>	<b>128.1</b>	<b>138.8</b>	<b>143.5</b>	<b>153.9</b>	<b>153.2</b>	<b>134.7</b>	<b>121.3</b>	<b>125.9</b>	<b>122.9</b>	<b>117.2</b>	<b>120.4</b>	<b>1,551.2</b>
<b>Operating Expenses</b>	82.6	82.6	80.8	80.3	82.0	79.1	79.2	80.4	80.1	82.8	83.3	86.8	980.0
<b>Capital Projects:</b>													
<b>FTA/RTA/IDOT</b>	26.6	30.8	33.4	54.6	77.2	70.3	58.8	43.0	45.4	42.2	43.2	45.7	571.2
<b>Metra</b>	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>26.6</b>	<b>30.8</b>	<b>33.4</b>	<b>54.6</b>	<b>77.2</b>	<b>70.3</b>	<b>58.8</b>	<b>43.0</b>	<b>45.4</b>	<b>42.2</b>	<b>43.2</b>	<b>45.7</b>	<b>571.2</b>
<b>Total Cash Disbursements</b>	<b>109.2</b>	<b>113.4</b>	<b>114.2</b>	<b>134.9</b>	<b>159.2</b>	<b>149.4</b>	<b>138.0</b>	<b>123.4</b>	<b>125.5</b>	<b>125.0</b>	<b>126.5</b>	<b>132.5</b>	<b>1,551.2</b>
<b>Ending Balance</b>	<b>\$282.0</b>	<b>\$296.7</b>	<b>\$321.3</b>	<b>\$330.0</b>	<b>\$324.7</b>	<b>\$328.5</b>	<b>\$325.2</b>	<b>\$323.1</b>	<b>\$323.5</b>	<b>\$321.5</b>	<b>\$312.1</b>	<b>\$300.0</b>	

Exhibit 13

2023 CAPITAL PROGRAM

PE #	Description	RR	Source	2023 Proposed Program
<b>Rolling Stock</b>				
5006	New Cars Purchase	MET	rb	\$30,100,000
5006	New Cars Purchase	MET	ip	\$10,400,000
5306	F59 Locomotive Engine Upgrade	MET	fc	\$28,800,000
5306	F59 Locomotive Engine Upgrade	MET	f0	\$4,500,000
5008	MU Car Improvements	MED	f3	\$1,300,000
5009	Car Rehab (Nippon Sharyo Highliners)	MED	f3	\$15,021,644
5207	Car Rehab (Nippon Sharyo)	MET	f0	\$7,000,000
5207	Car Rehab (Nippon Sharyo)	MET	f3	\$7,000,000
5010	Car And Locomotive Cameras	MET	f0	\$2,000,000
5505	PTC Renewal (Mechanical)	MET	f0	\$1,250,000
5701	Traction Motors	MET	f3	\$1,800,000
5702	Locomotive and Car Improvements	MET	f0	\$2,000,000
5703	Wheel Replacement	MET	f3	\$4,000,000
5709	Procurement Oversight	MET	f0	\$500,000
<b>Rolling Stock Subtotal</b>		<b>10 Projects</b>		<b>\$115,671,644</b>
<b>Bridges, Track &amp; Structure</b>				
5711	Ties, Ballast, & Switch Heaters	BNS	f3	\$3,000,000
5712	Ties & Ballast	MED	f3	\$5,000,000
5715	Ties & Ballast	RID	f3	\$1,280,000
5716	Ties & Ballast	UPR	f0	\$700,000
5721	Undercutting & Surfacing	MED	f3	\$800,000
5722	Undercutting & Surfacing	MWD	f3	\$1,000,000
5723	Undercutting & Surfacing	RID	f3	\$880,000
5724	Undercutting & Surfacing	UPR	f0	\$250,000
5725	Rail Renewal	BNS	f3	\$960,000
5726	Rail Renewal	MED	f3	\$1,600,000
5727	Rail Renewal	MWD	f3	\$3,700,000
5728	Rail Renewal	RID	f3	\$2,250,000
5729	Rail Renewal	UPR	f0	\$500,000
5731	Crossings (Road & Track)	MED	f3	\$2,100,000
5732	Crossings (Road & Track)	MWD	f3	\$1,850,000
5734	Crossings (Road & Track)	RID	f3	\$2,250,000
5735	Crossings (Road & Track)	UPR	f0	\$500,000
5736	Bridges & Retaining Walls	BNS	f3	\$3,000,000
5737	Bridges & Retaining Walls	MED	f3	\$1,390,000
5738	Bridges & Retaining Walls	MWD	f3	\$550,000
5739	Bridges & Retaining Walls	RID	f3	\$2,550,000
5740	Bridges & Retaining Walls	UPR	f0	\$200,000
5444	Catenary Structure Rehabilitation	MED	f3	\$1,100,000
5543	Bridge A418	MWD	ip	\$700,000
5445	CREATE EW-2 Bridge Lift	RID	ip	\$3,000,000
5629	RI Connection and 3rd Main	RID	f0	\$3,300,000
5741	Bridge 86 Replacement	RID	rb	\$25,100,000
<b>Bridges, Track &amp; Structure Subtotal</b>		<b>10 Projects</b>		<b>\$69,510,000</b>

PE #	Description	RR	Source	2023 Proposed Program
<b>Signal, Electrical &amp; Communications</b>				
5747	Signal System Upgrades	MED	f3	\$1,000,000
5748	Signal System Upgrades	MWD	f3	\$1,100,000
5749	Signal System Upgrades	RID	f0	\$1,000,000
5457	CUS Interlockings	MET	f3	\$4,500,000
5557	MED Improvement Project	MED	f0	\$5,000,000
5361	Morgan Street Interlocking	MWD	f3	\$1,370,000
4947	A-20 (Techny Road) Interlocking	MWD	f3	\$2,690,000
5560	Milwaukee District Signals - North	MWD	f0	\$4,500,000
4842	16th Street Interlocking	RID	f3	\$3,090,000
5149	Lake Street Interlocking	UPR	f3	\$250,000
4746	Impedance Bonds	MED	f3	\$710,000
5556	Constant Tension Catenary Study	MED	f0	\$1,000,000
5352	Signal Standards	MET	f0	\$1,000,000
5388	Smart Gates	MET	ip	\$4,500,000
5554	Switch Layout Standards	MET	f0	\$1,440,000
5559	Systemwide Cameras	MET	f0	\$1,000,000
5651	PTC Renewal (Engineering)	MET	f3	\$2,000,000
5652	CTC Over ICTM	MET	f0	\$500,000
5659	Downtown Public Information Displays	MET	f0	\$1,200,000
5750	Crossing Inventory Management System	MET	f0	\$500,000
5751	Jackson Substation	MED	f3	\$6,070,000
5751	Jackson Substation	MED	ip	\$6,190,000
5752	16th Street Substation	MED	f3	\$500,000
5753	Harvey Substation	MED	f3	\$500,000
5754	Homewood Substation	MED	f3	\$1,200,000
5755	Vollmer Substation	MED	f3	\$500,000
5756	University Park Substation	MED	f3	\$500,000
5757	DC & AC Switchgear Replacement	MED	f3	\$1,690,000
5758	SCADA Upgrade	MED	f3	\$3,000,000
5759	Phone System Update	MET	f0	\$875,000
<b>Signal, Electrical &amp; Communications Subtotal</b>		<b>27 Projects</b>		<b>\$59,375,000</b>
<b>Facilities and Equipment</b>				
5760	Yard Improvements	BNS	f3	\$1,720,000
5761	Yard Improvements	MED	f3	\$1,150,000
5762	Yard Improvements	MWD	f3	\$1,400,000
5763	Yard Improvements	RID	f3	\$1,300,000
5764	Yard Improvements	UPR	f0	\$500,000
5671	Transportation Division Software	MET	f0	\$500,000
5453	Central Warehousing	MET	f3	\$1,000,000
5766	95th Street Substation Facility Upgrades	MED	f0	\$240,000
5769	Downtown Combined Crew Facility	MET	f0	\$200,000
5770	Data Center HVAC System	MET	f0	\$100,000
5775	Office Equipment	MET	f0	\$500,000
5171	GPS/Train Tracking	MET	f0	\$1,500,000
5274	Cybersecurity Systems	MET	f0	\$500,000
5374	Storage Equipment	MET	f0	\$500,000
5574	Station Displays (TROI Net)	MET	f0	\$500,000
5575	Ticket Vending Machines	MET	f3	\$10,710,000
5575	Ticket Vending Machines	MET	ip	\$13,910,000
5672	Enterprise Asset Management System	MET	f0	\$5,500,000
5774	Engineering Cyber Security Systems	MET	f0	\$1,000,000
5772	Right of Way Equipment	MET	ip	\$4,900,000
5568	Western Avenue Yard Oil-Water Separator	MWD	f0	\$950,000
5667	Woodstock Yard	MET	f0	\$2,100,000
5771	Protective Asset Acquisiton	MET	f0	\$25,400,000
5765	BNSF Yard Power Transformers	BNS	f3	\$3,500,000
5767	Western Avenue Yard Sanding System	MWD	f0	\$800,000
5768	KYD Shop HVAC	MED	f0	\$250,000
<b>Facilities &amp; Equipment Subtotal</b>		<b>21 Projects</b>		<b>\$80,630,000</b>

PE #	Description	RR	Source	2023 Proposed Program
<b>Stations and Parking</b>				
5780	Platform Improvements	MET	f3	\$800,000
5780	Platform Improvements	MET	ip	\$6,620,000
5781	Station ADA Improvements	MET	f3	\$1,000,000
5782	Parking Lot Improvements	MET	f3	\$750,000
5478	Elevator Replacement	MET	ip	\$4,800,000
5479	Shelters	MET	f3	\$1,380,000
5584	Bicycle Parking	MET	ip	\$85,000
5786	Solar Canopies	MET	f0	\$300,000
5685	LaGrange Road Station	BNS	f0	\$900,000
5787	CUS Concourse Reconstruction	MET	ip	\$1,500,000
5485	Westmont Station	BNS	f3	\$1,900,000
5485	Westmont Station	BNS	ip	\$4,870,000
4676	South Water/Millennium Station	MED	ip	\$4,500,000
5567	Millennium Station-MEP Upgrades	MED	ip	\$4,000,000
4479	59th Street (U. of Chicago) Station	MED	rb	\$17,030,000
4479	59th Street (U. of Chicago) Station	MED	im	\$12,000,000
4479	59th Street (U. of Chicago) Station	MED	it	\$2,000,000
5182	79th Street (Chatham) Station	MED	rb	\$8,400,000
5183	87th Street (Woodruff) Station	MED	rb	\$7,900,000
5184	95th Street Station	MED	rb	\$20,670,000
5184	95th Street Station	MED	cc	\$5,000,000
5185	103rd Street (Rosemoor) Station	MED	rb	\$10,300,000
5174	Olympia Fields Station & Parking	MED	rb	\$1,500,000
5784	Forest Glen Station	MWD	f0	\$400,000
5686	Round Lake Station	MWD	f0	\$100,000
5785	Auburn Park Station-78th St Entrance	RID	rb	\$5,000,000
5687	107th Street - Beverly Hills Station	RID	f3	\$600,000
5484	115th Street - Morgan Park Station	RID	ip	\$3,800,000
4486	Peterson Ridge New Station	UPR	f3	\$2,500,000
5689	Kenilworth Station	UPR	rb	\$4,000,000
5486	Waukegan Station	UPR	ie	\$500,000
5486	Waukegan Station	UPR	f0	\$100,000
<b>Stations and Parking Subtotal</b>		<b>26 Projects</b>		<b>\$135,205,000</b>

PE #	Description	RR	Source	2023 Proposed Program
<b>Support Activities</b>				
5488	Project Development	MET	f0	\$800,000
5489	Program Management	MET	f0	\$21,050,000
5489	Program Management	MET	f3	\$17,500,000
5794	Infrastructure Engineering-MET	MET	f3	\$1,250,000
5794	Infrastructure Engineering-MET	MET	f3	\$1,250,000
5798	Project Administration	MET	f3	\$900,000
5799	Contingencies	MET	f0	\$980,749
5799	Contingencies	MET	f3	\$447,920
<b>Support Activities Subtotal</b>			<b>5 Projects</b>	<b>\$44,178,669</b>
<b>Grand Totals For Uses</b>				<b>\$504,570,313</b>
<b>Capital Funding Sources</b>				
Funding Source Description			Code	2023 Adopted Program
<b>Current Year Sources</b>				
Federal Formula (5307)			f0	\$107,635,749
Federal State of Good Repair (5337)			f3	\$144,859,564
Congestion Mitigation and Air Quality (CMAQ)			fc	\$28,800,000
FTA-Illinois Transportation Enhancement Program (ITEP)			it	\$2,000,000
RTA Bond			rb	\$130,000,000
State PAYGO			ip	\$73,775,000
Illinois Department of Commerce & Economic Opportunity (IDCEO)			ie	\$500,000
IDOT-Multi-Modal Transportation Bond			im	\$12,000,000
Cook County			cc	\$5,000,000
<b>GRAND TOTAL</b>				<b>\$504,570,313</b>

Exhibit 14

**METRA CAPITAL PROGRAM SOURCES 2023-2027**

(\$ in thousands)

Capital Funding Sources	2023	2024	2025	2026	2027	Total
<b>FTA Federal Formula</b>						
5307 Urbanized Area Formula	\$107,636	\$110,456	\$106,847	\$109,695	\$112,385	\$547,019
5337 State of Good Repair Formula	\$144,860	\$148,046	\$150,608	\$153,861	\$156,876	\$754,251
<b>Subtotal FTA Federal Formula</b>	<b>\$252,495</b>	<b>\$258,502</b>	<b>\$257,455</b>	<b>\$263,556</b>	<b>\$269,261</b>	<b>\$1,301,270</b>
<b>Federal-Flexible/Discretionary</b>						
CMAQ	\$28,800	\$0	\$29,024	\$0	\$0	\$57,824
FTA-ITEP	\$2,000	\$0	\$0	\$0	\$0	\$2,000
<b>Subtotal Federal-Flexible/Discretionary</b>	<b>\$30,800</b>	<b>\$0</b>	<b>\$29,024</b>	<b>\$0</b>	<b>\$0</b>	<b>\$59,824</b>
<b>State and Local Funds</b>						
State PAYGO	\$73,775	\$73,775	\$74,456	\$74,456	\$75,364	\$371,826
IDCEO	\$500	\$0	\$0	\$0	\$0	\$500
IDOT-Multi-Modal Transportation Bond	\$12,000	\$0	\$0	\$0	\$0	\$12,000
Cook County	\$5,000	\$0	\$0	\$0	\$0	\$5,000
<b>Subtotal State and Local Funds</b>	<b>\$91,275</b>	<b>\$73,775</b>	<b>\$74,456</b>	<b>\$74,456</b>	<b>\$75,364</b>	<b>\$389,326</b>
<b>RTA Funds</b>						
RTA Bond	\$130,000	\$0	\$0	\$0	\$0	\$130,000
RTA ICE	\$0	\$0	\$6,166	\$0	\$0	\$6,166
<b>Subtotal RTA Funds</b>	<b>\$130,000</b>	<b>\$0</b>	<b>\$6,166</b>	<b>\$0</b>	<b>\$0</b>	<b>\$136,166</b>
<b>Funding Sources Total</b>	<b>\$504,570</b>	<b>\$332,277</b>	<b>\$367,101</b>	<b>\$338,012</b>	<b>\$344,625</b>	<b>\$1,886,586</b>

\*May not total due to rounding



# 2023 CAPITAL PROGRAM PROJECT DESCRIPTIONS

## ROLLING STOCK

### PE 5006 NEW CARS PURCHASE, MET

A long-term program to purchase new railcars, to replace cars that are beyond their useful life and to increase the number of spare cars. (\$40,500,000)

### PE 5306 F59 LOCOMOTIVE ENGINE UPGRADE, MET

This project will overhaul 21 F59PHI locomotives to maintain a state of good repair. The main engine will be upgraded from Tier 0+ to Tier 3 emissions standards and the head-end power (HEP) genset will be upgraded from Tier 2 to Tier 4i. (\$33,300,000)

### PE 5008 MU CAR IMPROVEMENTS, MED

This project involves the purchase of parts and equipment needed for the rehabilitation and restoration of the 26 electric cars that were delivered in 2005 and 2006. (\$1,300,000)

### PE 5009 CAR REHAB (NIPPON SHARYO HIGHLINERS), MED

This project funds the continued rehabilitation of self-propelled electric cars used on the Metra Electric Line. The cars were delivered between 2005 and 2006. This first rehabilitation may include, but is not limited to, repair of the car body structure, interior components, and overhaul of propulsion control systems. (\$15,021,644)

### PE 5207 CAR REHAB (NIPPON SHARYO), MET

This project involves the mid-life rehabilitation of bi-level trailer and cab cars. Nippon Sharyo Corporation built and delivered

## 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

the cars between 2002 and 2008. This is the first major rehabilitation of these cars and will be performed in multiple phases. (\$14,000,000)

### PE 5010 CAR AND LOCOMOTIVE CAMERAS, MET

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

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

This project will fund the second phase of Positive Train Control (PTC). Project funds will update onboard equipment and parts in locomotives and cab cars that communicate with the guideway PTC system. (\$1,250,000)

### PE 5701 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. A basic overhaul is required to return these motors to an acceptable level of performance. The overhauled equipment will be used on locomotives operated on railroads either owned or operated by Metra. (\$1,800,000)

### PE 5702 CAR AND LOCOMOTIVE IMPROVEMENTS, MET

This project funds improvements to diesel and electric rolling stock during ongoing maintenance and/or major overhauls. Improvements may include, but are not limited to digital recording devices, LED light conversions, hardware to support GPS tracking, and other components. The project may also fund improvements that address federal or state mandates. (\$2,000,000)

### PE 5703 WHEEL REPLACEMENT, MET

This project will implement the FRA-mandated replacement of wheelsets on Metra's fleet of locomotives and cars. The

replacement wheels will be used on equipment that is operated on all carriers and railroads in the Metra system and is part of an ongoing program to overhaul major rolling stock components. (\$4,000,000)

#### **PE 5709 PROCUREMENT OVERSIGHT, MET**

This project will provide the Mechanical Department guidance and oversight in purchasing to ensure that Metra remains compliant with the FTA's requirements under the Buy America Act. Federal funding for capital projects typically includes Buy America requirements. Failure to meet Buy America requirements can delay projects and require the agency to identify non-federal funding sources. (\$500,000)

### **BRIDGES, TRACK & STRUCTURE**

#### **PE 5711 TIES, BALLAST & SWITCH HEATERS, BNS**

#### **PE 5712 TIES & BALLAST, MED**

#### **PE 5715 TIES & BALLAST, RID**

#### **PE 5716 TIES & BALLAST, UPR**

This project funds the replacement of cross ties, switch ties, the cleaning or replacement of ballast, and on the BNSF, the replacement of switch components and heaters. Periodically replacing ties and ballast is necessary to maintain proper track gauge and surface conditions. These projects improve the riding quality of the trains and reduce the incidence of slow orders, which can impact the ability to maintain on-time performance. These projects are part of an ongoing program to replace ties and ballast throughout Metra's territory. Metra provides funds to BNSF Railway and Union Pacific Railroad to improve the track conditions

across the BNSF Line, Metra's three Union Pacific lines and rail yard facilities. (\$9,980,000)

#### **PE 5721 UNDERCUTTING & SURFACING, MED**

#### **PE 5722 UNDERCUTTING & SURFACING, MWD**

#### **PE 5723 UNDERCUTTING & SURFACING, RID**

#### **PE 5724 UNDERCUTTING & SURFACING, UPR**

Track undercutting removes fouled track ballast, which is then cleaned and returned to the track bed. When the ballast is fouled, its load-spreading capability is lost. Undercutting is necessary when a section of ballast has become so contaminated that it will no longer hold a proper track surface. Undercutting provides a smooth, well-aligned track surface that extends tie and ballast life and reduces maintenance costs. (\$2,930,000)

#### **PE 5725 RAIL RENEWAL, BNS**

#### **PE 5726 RAIL RENEWAL, MED**

#### **PE 5727 RAIL RENEWAL, MWD**

#### **PE 5728 RAIL RENEWAL, RID**

#### **PE 5729 RAIL RENEWAL, UPR**

Good rail conditions are integral to maintaining safe operations, track speeds and on-time performance. These projects fund the refurbishment or replacement of rail and switches. Project activities may include, but are not limited to, the renewal of switch points at various locations, the replacement of switch machines, AC heaters, and turnouts as well as correcting minor defects with field welding. The high density of freight and passenger traffic, including extensive express service, on Metra lines requires close monitoring and periodic replacement of switches, switch machines, and rail. (\$9,010,000)

#### **PE 5731 CROSSINGS (ROAD & TRACK), MED**

#### **PE 5732 CROSSINGS (ROAD & TRACK), MWD**

#### **PE 5734 CROSSINGS (ROAD & TRACK), RID**

#### **PE 5735 CROSSINGS (ROAD & TRACK), UPR**

These projects provide for the renewal of rail highway grade crossings at various locations on Metra-owned and operated lines and the Union Pacific Lines. The specific crossings to be renewed are identified based on their state of deterioration. The work will include, but not be limited to, the replacement of cross ties, crossing material, and ballast, as well as the surfacing of the track. (\$6,700,000)

#### **PE 5736 BRIDGES & RETAINING WALLS, BNS**

#### **PE 5737 BRIDGES & RETAINING WALLS, MED**

#### **PE 5738 BRIDGES & RETAINING WALLS, MWD**

#### **PE 5739 BRIDGES & RETAINING WALLS, RID**

#### **PE 5740 BRIDGES & RETAINING WALLS, UPR**

These projects fund improvement of bridges and the rehabilitation of retaining walls at various locations to proactively address deterioration that can result in the destabilization of the roadbed, track shifting, and slow orders. Bridge improvements may include but are not limited to the rehabilitation of wing walls, addressing cracked bearing blocks, renewing bridge seats on abutments, and applying a protective coating. Project funds may be used for engineering design services, installation of outer-track fencing, the addition of concrete panels or bin walls, or reconstruction of retaining wall sections with steel sheet piling. Specific improvements will be determined based on a survey of field conditions. (\$7,690,000)

**PE 5444 CATENARY STRUCTURE REHABILITATION, MED**

This project involves the ongoing rehabilitation of various catenary structures on the Metra Electric Line including the mainline, the South Chicago Branch, and the Blue Island Branch. This work typically involves refurbishing structural steel, improving walkways, replacing alternating current cross-arms, and rehabilitating concrete foundation pedestals. Specific project activities will depend on the results of condition assessments and the availability of track time to schedule work. (\$1,100,000)

**PE 5543 BRIDGE A418, MWD**

Bridge A418 on the Milwaukee District North Line is a single-track bridge adjacent to the Ingleside train station. The existing timber bridge has exceeded its useful life and will be replaced with a modern concrete and steel bridge. The new bridge will be more resilient, require less maintenance, and will have greater load capacity. (\$700,000)

**PE 5445 CREATE EW-2 BRIDGE LIFT, RID**

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

**PE 5629 RI CONNECTION AND 3RD MAIN, RID**

This funds preliminary engineering and environmental studies for a new third main track

on the Rock Island Line. The project study limits are between milepost 0.0 (LaSalle Station) and milepost 10.5 (Gresham Junction). The new third main is planned to extend from the new 16th Interlocking at MP 1.0, which is presently in design, to the new CREATE P2 interlocking at CP 74th. It is also anticipated that a new crossover will be required at Gresham to facilitate train movement into and out of the new third main. This project may include additional elements related to the new third mainline track such as yard improvements at 49th Street Yard, connections to other routes, changes to 35th St./"Lou" Jones Station, and additional customer amenities at LaSalle Street Station. (\$3,300,000)

**PE 5741 BRIDGE 86 REPLACEMENT, RID**

This project funds engineering, design, construction, and related services for the replacement of Bridge 86 on the Rock Island Line. Bridge 86 was built in 1916 and spans 78th Street at milepost 8.62 in the Auburn Gresham neighborhood of Chicago. Modern construction methods will allow two-track service to be maintained during the bridge replacement. As part of the project, a new abutment wall at the south end of the bridge will include ground-floor space for a leasable storefront, a new staircase, and an elevator. The elevator and stairs will provide an accessible pathway from 79th Street to the new Auburn Park Station boarding platforms and headhouse. (\$25,100,000)

**SIGNAL, ELECTRICAL & COMMUNICATIONS****PE 5747 SIGNAL SYSTEM UPGRADES, MED****PE 5748 SIGNAL SYSTEM UPGRADES, MWD****PE 5749 SIGNAL SYSTEM UPGRADES, RID**

This project will replace various signal infrastructure components including, but not limited to, 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. (\$3,100,000)

**PE 5457 CUS INTERLOCKINGS, MET**

This project involves the modernization and upgrading of outmoded interlockings at the north and south ends of Chicago Union Station. The project will include, but not be limited to, new rail, ties, ballast cleaning or replacement, upgrades to signal infrastructure, replacement of switches and components, and other related work as needed. Amtrak contributes funds towards a portion of the work. (\$4,500,000)

**PE 5557 MED IMPROVEMENT PROJECT, MED**

This project consists of the upgrade of the Metra Electric track and structure in conjunction with the increased service planned for the Northern Indiana Commuter Railroad District (NICTD) and its federally assisted New Start project for the South Shore Line. This project will install, upgrade and/or realign tracks, install signals, turnouts, and associated catenaries, extend and construct new storage tracks, and construct and install new platforms. Metra funds are to be fully reimbursed in accordance with a fixed facility agreement with NICTD. (\$5,000,000)



**PE 5361 MORGAN STREET INTERLOCKING, MWD**

This project will provide construction funds for the replacement of the Morgan Street interlocking on Metra's Milwaukee District C&M subdivision and the signal system infrastructure between Canal Street, and A-2 interlocking in Chicago. The Morgan Street interlocking and crossings were originally installed in the early 1960s. In addition to its age, the signal system is affected by the extreme weather conditions common to the Chicago region, and it has become extremely difficult in recent years to obtain parts to make repairs and keep the system operational. (\$1,370,000)

**PE 4947 A-20 (TECHNY ROAD) INTERLOCKING, MWD**

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 renewing track, signal circuits and cables. (\$2,690,000)

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

This project will improve signals from Rondout to Deerfield on the Milwaukee District North Line. The project will include but not be limited to improving pedestrian crossings at the Lake Forest Station, as well as grade crossing improvements at Everett and Conway roads in Lake Forest. IDOT will be doing improvements in conjunction with this project. (\$4,500,000)

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

This project will replace 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 near 16th Street in Chicago. The current interlocking is obsolete and manually operated with two hand-lever machines built in 1901 and 1929. There are no manufacturers of spare or replacement equipment for these machines. (\$3,090,000)

**PE 5149 LAKE STREET INTERLOCKING, UPR**

This project will modernize and upgrade the Lake Street interlocking at the north end of the Ogilvie Transportation Center and 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. (\$250,000)

**PE 4746 IMPEDANCE BONDS, MED**

This project will fund the replacement of impedance bonds that are damaged, defective, or have insufficient negative return equipment and connections. Impedance bonds are a fundamental component of a track circuit controlling the electrical current's path, limiting power losses, and ensuring the proper function of protective relays. (\$710,000)

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

This project will fund an engineering study of constant tensioning technology for the potential application to the Metra Electric Line. The catenary system is currently undergoing

extensive rehabilitation. Automatic constant tensioning technology may be added to the catenary rehabilitation project scope pending the results of this study. (\$1,000,000)

**PE 5352 SIGNAL STANDARDS, MET**

This project will develop standards for signal engineering design and construction. Project activities include, but are not limited to, documenting recommended practices and procedures, developing a preliminary engineering manual, establishing micro-station smart cell libraries and seed files and macros, standardizing material manifests construction drawings sets, and developing a signal project estimator tool. Inspection and test procedures manuals and other documents will be updated. (\$1,000,000)

**PE 5388 SMART GATES, RID**

This project will pilot and test a set of "smart gates" to be installed at highway-rail grade crossings in Blue Island along the Rock Island Line. The project will apply new, innovative crossing technologies that utilize cameras, sensors, and artificial intelligence to constantly monitor the crossing gate, signals, and guideway intrusions. When a monitor detects an anomaly, the system will send a notice to the back office and dispatch a signal maintainer to perform repairs. The project is intended to eventually go systemwide. (\$4,500,000)

**PE 5554 SWITCH LAYOUT STANDARDS, MET**

This multiyear project will standardize the layout of switches on the Metra Electric, Rock Island, and Milwaukee District North and West lines. (\$1,440,000)

**PE 5559 SYSTEMWIDE CAMERAS, MET**

This project will add up to 600 cameras per year across the Metra system. Upon completion of fiber optic installation on the Rock Island and the Southwest Service lines, this project may support up to 1,300 cameras to be installed at all grade crossings and the 23 existing depots on the lines. Project expenses may include, but are not limited to, cameras and associated wiring and masts. This is a multiyear, phase-funded project. (\$1,000,000)

**PE 5651 PTC RENEWAL (ENGINEERING), MET**

This project will fund the second phase of Positive Train Control (PTC). Project funds will update back-office equipment, components, hardware, software, and other equipment necessary to maintain safe and consistent operations of Metra's PTC system. This project will fund the purchase, installation, and training of a next generation PTC system to replace the current PTC back office before the end of its useful life. This new system will have an advanced user interface that will provide operational self-checks and will enable safer operations. (\$2,000,000)

**PE 5652 CTC OVER ITCM, MET**

This project will transition Metra's existing system of field controls and indications used to dispatch and control train movements to Centralized Traffic Control (CTC) over Interoperable Train Control Messaging (ITCM). The current system uses a ATCS radio network to support field communications, which is being decommissioned by the Federal Communications Commission within the next 3 to 5 years. CTC

over ITCM leverages the PTC communications infrastructure to also carry these communications. Converging infrastructure will increase reliability and decrease costs. (\$500,000)

**PE 5659 DOWNTOWN PUBLIC INFORMATION DISPLAYS, MET**

Public Information Displays (PIDs) at the terminal stations in downtown Chicago have exceeded their useful life and are due for replacement. PIDS provide customers with visual displays of crucial information such as arrival times and delays. Project activities may include, but are not limited to, installing equipment and components, purchasing new hardware for emergency repairs, and installing a replacement system. The new PIDs will be designed to comply with the Americans with Disabilities Act and are essential to accommodate passengers with hearing impairments. This is a multiyear, phase-funded project. (\$1,200,000)

**PE 5750 CROSSING INVENTORY MANAGEMENT SYSTEM, MET**

Metra will procure a web-based railway crossing inventory management application. The new software application shall have numerous features that may include but are not limited to the capability to sync with the FRA Grade Crossing Inventory System (GCIS), the ability to utilize the GCIS Application Programming Interface, compatibility with FRA Accident Prediction and Severity model, and ability to provide near real-time data transfer. The project will also include professional services to review and provide quality control of existing databases and field investigation to update the crossing inventory and crash incident databases. (\$500,000)

**PE 5751 JACKSON SUBSTATION, MED**

This project will fund the replacement and expansion of the Jackson Substation. The rectifiers, which convert alternating current power to the direct current used to power Metra Electric trains, are several decades old and are difficult to repair due to a lack of spare components. This project is a prerequisite for any increase in service capacity on the tracks leading into Van Buren Street Station. The project is part of an ongoing program to repair and replace components of the electrical power distribution system. (\$12,260,000)

**PE 5752 16TH STREET SUBSTATION, MED**

This project will fund the design, replacement, and expansion of the 16th Street Substation. The rectifiers, which convert alternating current power to the direct current used to power Metra Electric trains, are several decades old and are difficult to repair due to a lack of spare components. This project is a prerequisite for any increase in service capacity on the tracks leading into Van Buren Street Station. The project is part of an ongoing program to repair and replace components of the electrical power distribution system. (\$500,000)

**PE 5753 HARVEY SUBSTATION, MED**

This project will fund the design, replacement, and expansion of the Harvey Substation. The rectifiers, which convert alternating current power to the direct current used to power Metra Electric trains, are several decades old, difficult to repair due to a lack of spare components. This project is a prerequisite for

additional service capacity and is part of an ongoing program to repair and replace components of the electrical power distribution system. (\$500,000)

#### **PE 5754 HOMEWOOD SUBSTATION, MED**

This project will fund the design, replacement, and expansion of the Homewood Substation. The rectifiers, which convert alternating current power to the direct current used to power Metra Electric trains, are several decades old and difficult to repair due to a lack of spare components. This project is a prerequisite for additional service capacity and is part of an ongoing program to repair and replace components of the electrical power distribution system. (\$1,200,000)

#### **PE 5755 VOLLMER SUBSTATION, MED**

This project will fund the design, replacement, and expansion of the Vollmer Substation. The rectifiers, which convert alternating current power to the direct current used to power Metra Electric trains, are several decades old and difficult to repair due to a lack of spare components. This project is a prerequisite for additional service capacity and is part of an ongoing program to repair and replace components of the electrical power distribution system. (\$500,000)

#### **PE 5756 UNIVERSITY PARK SUBSTATION, MED**

This project will fund the design, replacement, and expansion of the University Park Substation. The rectifiers, which convert alternating current power to the direct current used to power Metra Electric trains, are several decades old, and difficult to

repair due to a lack of spare components. This project is a prerequisite for additional service capacity and is part of an ongoing program to repair and replace components of the electrical power distribution system. (\$500,000)

#### **PE 5757 DC & AC SWITCHGEAR REPLACEMENT, MED**

Metra will install a new switchgear system that can supply direct current and alternating current along the Metra Electric Line. This project will replace obsolete assets with a new system integrated with high-speed circuit breakers for the rectifier, the power feeder, and the backup application to prevent safety incidents. (\$1,690,000)

#### **PE 5758 SCADA UPGRADE, MED**

Metra's SCADA system monitors the power distribution system in the Metra Electric Line, reducing equipment failure, system downtime, and potential train delays. The SCADA Upgrade project will replace obsolete software, hardware, servers, and related components. (\$3,000,000)

#### **PE 5759 PHONE SYSTEM UPDATE, MET**

This project funds the in-house design and installation of necessary telecommunications hardware to migrate from land-line telephones at various Metra facilities to modern VoIP phone systems. Metra telecommunications engineers will complete the necessary design, configuration, and installation of the new phones and system components, software upgrades, cyber security updates, and related components. This project will realize cost savings through the use of in-house

labor and the elimination of the need for expensive phone lines. (\$875,000)

### **FACILITIES AND EQUIPMENT**

#### **PE 5760 YARD IMPROVEMENTS, BNS**

#### **PE 5761 YARD**

#### **IMPROVEMENTS, MED**

#### **PE 5762 YARD**

#### **IMPROVEMENTS, MWD**

#### **PE 5763 YARD**

#### **IMPROVEMENTS, RID**

#### **PE 5764 YARD**

#### **IMPROVEMENTS, UPR**

These projects will provide design and construction funds for annual yard improvements and capital maintenance. Improvements may include but are not limited to repairing ties and track, improving crosswalks and yard platforms, upgrading switch machines and heaters, cable reels, shore power, fencing, and other improvements. (\$6,070,000)

#### **PE 5671 TRANSPORTATION DIVISION SOFTWARE, MET**

New integrated software solutions will be deployed to support Metra's Transportation Division's operations. This project includes enhancements and new functionality for Metra's crew calling systems and to optimize business processes and organizational design. (\$500,000)

#### **PE 5453 CENTRAL WAREHOUSING, MET**

Renovations will continue as part of a multiyear, phase-funded project on an existing warehouse facility that Metra acquired to develop a centralized warehouse for materials. The central warehouse will combine functions currently housed in four locations and create efficiencies by allowing Metra to take advantage of economies of scale by purchasing larger quantities



and lower freight delivery costs through the use of a single location. (\$1,000,000)

**PE 5766 95TH STREET SUBSTATION FACILITY UPGRADES, MED**

This project shall provide new water service to an existing washroom facility at the 95th Street Substation. (\$240,000)

**PE 5769 DOWNTOWN COMBINED CREW FACILITY, MET**

This project will support a potential new crew facility intended to be a centralized location within downtown Chicago for operations crews to use as a crew welfare facility, layover center, and gathering space for training and job briefings. Project activities may include but are not limited to contracting real estate assistance, conducting design studies, purchase of furniture and equipment, and interior construction. (\$200,000)

**PE 5770 DATA CENTER HVAC, MET**

This project will replace or upgrade the existing HVAC systems that provide climate control to Metra's data center. This project may include but is not limited to funding the design of the new system, replacing air handling units, associated air distribution equipment, and control systems. (\$100,000)

**PE 5775 OFFICE EQUIPMENT, MET**

This project consists of the purchase of various pieces of equipment and office furniture that will be used at Metra storehouses and the 547 W. Jackson building. The current condition of the equipment that is being replaced is poor, as it has reached or surpassed its useful life. (\$500,000)

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

This project involves the replacement of the current GPS system, which has exceeded its useful life. Metra will replace the GPS, onboard announcement system, and signs on the entire fleet. Metra will also install automatic passenger counters and event recorders. The new system will maintain the necessary current functions, while potentially adding video surveillance, customer information displays, and an information system. This project will enable Metra to track trains, count passengers, and provide information with one system. (\$1,500,000)

**PE 5274 CYBERSECURITY SYSTEMS, MET**

This project covers all cybersecurity-related hardware, software, professional services, and cloud investments for the entire agency. The project also includes the purchase of hardware and software for multiple networks and segments including IT systems, PTC, SCADA infrastructure, signal, telecom, and camera networks. The purchased equipment will cover vulnerability scanning and prioritization, patch automation and remediation, Security Information and Event Management, and Endpoint Detection and Response. (\$500,000)

**PE 5374 STORAGE EQUIPMENT, MET**

This project involves the purchase of storage equipment including but not limited to vertical units and racks for the Materials Department. (\$500,000)

**PE 5574 STATION DISPLAYS (TROI NET), MET**

The TROI-Net Station Displays Project is the design and rollout of the next generation of Metra's Visual Information System (VIS) Signs. Instead of one VIS Sign per platform, TROI-Net Station Displays will be installed at more than one location at most stations. To meet accessibility requirements, TROI-Net Station Displays will provide the visual part of Metra's Audio/Visual announcements at stations. TROI-Net Station Displays will also provide live train tracking information, customer information messages, and emergency messages to Metra's customers. (\$500,000)

**PE 5575 TICKET VENDING MACHINES, MET**

This two-phase project will procure up to 650 new ticket vending machines (TVMs) and will fund the installation of the TVMs at 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 our customers. The TVMs will be fully ADA-accessible and will offer the ability to purchase tickets using contactless cards and mobile wallet applications and will no longer require the insertion of debit/credit cards into the machine. (\$24,620,000)

**PE 5672 ENTERPRISE ASSET MANAGEMENT SYSTEM, MET**

This project funds the acquisition of an Enterprise Asset Management (EAM) system that will meet the agency's business objectives for asset management. Consultant services will be used for tasks that may include but are not limited to establishing databases, detailed business

standards to maintain data, and facilitating training sessions for Metra staff. The new EAM is integral to implementing Metra's Transit Asset Management Plan and maintaining standardized, quality data used for federal reporting, accounting, and business purposes. Metra will realize productivity gains and staff will run analyses, improve department workflows, and initiate work orders in this new system of record. (\$5,500,000)

#### **PE 5774 ENGINEERING CYBERSECURITY SYSTEMS, MET**

The project will replace obsolete information technology infrastructure to increase the efficiency and productivity of Metra staff. Project activities include but are not limited to purchasing cybersecurity-related hardware, software, professional services, and cloud investments. The project will support the equipment used by the Engineering Department including PTC, SCADA infrastructure, signal and telecommunication systems, and camera networks. (\$1,000,000)

#### **PE 5772 RIGHT OF WAY EQUIPMENT, MET**

This project involves the purchase of various pieces of equipment to be used by Metra's Engineering Department. Equipment purchased under this project may include, but is not limited to, end loaders, track backhoes, hi-rail equipment for track inspection, track tampers, track stabilizers, tie cranes, speed swings, plate brooms, tower cars for inspection, tractors, woodchippers, brush cutters, and other equipment. The equipment is operated and maintained by Metra's crews and is used to improve the track bed and various facilities to maintain safe and reliable operations. (\$4,900,000)

#### **PE 5568 WESTERN AVENUE YARD OIL SEPARATION, MWD**

This project will fund 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. (\$950,000)

#### **PE 5667 WOODSTOCK YARD, UPR**

This project will create a new yard in Woodstock, with room for approximately 14 trains, a 30% increase in capacity. The yard will contain office and garage space, as well as a break room, communications rooms, lockers, and a parking lot. Storing trains at Woodstock will reduce the need to store trains in yards at Crystal Lake and Barrington and allow more trains to stop at stations northwest of Barrington on the Union Pacific Northwest Line as well as remove idling trains from suburban downtown areas. (\$2,100,000)

#### **PE 5771 PROTECTIVE LAND ACQUISITION, MET**

Project funds will be used to strategically acquire real property that is significant to Metra's operations. Real estate purchases will be subject to extensive negotiations, market research, and deliberation between Metra's Board of Directors and executive leadership. (\$25,400,000)

#### **PE 5765 BNSF YARD POWER TRANSFORMERS, BNS**

This project will fund the replacement of electrical power transformers and related components within rail yards that BNSF owns and operates Metra service from. BNSF Railway will contribute to the capital costs of the project based on the terms set in fixed facility agreements. (\$3,500,000)

#### **PE 5767 WESTERN AVENUE YARD SANDING SYSTEM, MWD**

This project will either repair or replace the existing sanding system at the Western Avenue Yard following a study to determine the best and most cost-effective option. (\$800,000)

#### **PE 5768 KYD SHOP HVAC, MED**

This project will replace or upgrade the existing HVAC systems at the Kensington Yard District facility on the Metra Electric Line. This project may include but is not limited to funding the design of the new system, replacing air handling units, associated air distribution equipment, and control systems. (\$250,000)

### **STATIONS AND PARKING**

#### **PE 5780 PLATFORM IMPROVEMENTS, MET**

This project is part of Metra's ongoing effort to bring rail stations into compliance with the requirements of the Americans with Disabilities Act of 1990. Platform and access work may be completed as necessary. (\$7,420,000)

#### **PE 5781 STATION ADA IMPROVEMENTS, MET**

This project will identify the specific work needed to bring the key stations into compliance with the Americans with Disabilities Act. This project will fund repair services and construction materials to rehabilitate station platforms and replace deteriorated tactile surfaces with ADA-compliant "truncated dome" type surfaces. Platform and pathway improvements may also be completed under this project. Metra forces may complete some project activities for cost

savings and to expedite repairs. (\$1,000,000)

**PE 5782 PARKING LOT IMPROVEMENTS, MET**

This project will fund major parking lot renovations throughout the system. Project activities may include but are not limited to parking surface grinding, asphalt peeling, asphalt resurfacing, blacktop seal coating, patch repairs, new or replacement signage, and the repair or replacement of collection boxes as needed. (\$750,000)

**PE 5478 ELEVATOR REPLACEMENT, MET**

This project will renovate or replace and upgrade elevators at various locations as part of Metra's ongoing commitment to achieving full accessibility across the system. To ensure that new elevators are reliable and resilient, they will be built to the industry best practice specifications set by American Public Transportation Association. (\$4,800,000)

**PE 5479 SHELTERS, MET**

This project will fund 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. (\$1,380,000)

**PE 5584 BICYCLE PARKING, MET**

This project will install bicycle parking facilities at 17 Metra stations, creating a total of 340 new bicycle parking spaces. The purpose of the project is to encourage "bike and ride" trips by supporting bicycle infrastructure and station access via bicycle. (\$85,000)

**PE 5786 SOLAR CANOPIES, MET**

Metra will investigate the feasibility of erecting solar canopy systems at Metra-owned stations and parking lots. Metra will study the benefits and costs of offering electric vehicle charging stations that use power derived from solar canopies positioned above parking stalls. Project activities include but are not limited to feasibility studies, site surveys, professional services, preliminary engineering, and construction activities. (\$300,000)

**PE 5685 LAGRANGE ROAD STATION, BNS**

This project consists of the rehabilitation of the LaGrange Road Station in LaGrange on the BNSF Line. The scope of work may include, but is not limited to, replacing the station depot and windbreak roofs, renovating the station depot heating and ventilation systems, brick, stone repairs and tuckpointing, and refinishing the interior of the station depot. Additional project elements include sidewalk accessibility improvements, bicycle facility upgrades, and drainage repairs. (\$900,000)

**PE 5787 CUS CONCOURSE RECONSTRUCTION, MET**

This project will support the Amtrak-led effort to complete the final design phase and the eventual project to reconstruct the Chicago Union Station (CUS) concourse. Metra and Amtrak are collaborating to maintain and improve CUS and the facilities within the terminal. Project funds will provide Metra's local matching funding commitment to Amtrak's project. (\$1,500,000)

**PE 5485 WESTMONT STATION, BNS**

This project involves the full

reconstruction of the Westmont Station platforms to meet BNSF's updated standard for cantilevered passenger platforms. The project scope includes installing a new heated-platform technology requested by the village. The heated platform will reduce the amount of snow and ice build-up during winter, nearly eliminating the need for manual snow removal. Additional project scope may be included to ensure Metra's renovated platforms comply with BNSF's new passenger platform standards. (\$6,770,000)

**PE 4676 SOUTH WATER/ MILLENNIUM STATION, MED**

This project will provide construction funds to rehabilitate the South Water Street portion of Millennium Station access points and station facility on the Metra Electric Line. The repair work may include, but is not limited to, the replacement of floors and the suspended ceiling in the waiting area, updated lighting fixtures, restroom updates, and upgraded heating and air conditioning. (\$4,500,000)

**PE 5567 MILLENNIUM STATION-MEP UPGRADES, MED**

This project will fund upgrades to the aging mechanical, electrical, and plumbing (MEP) systems at Millennium Station. The scope of work may include, but is not limited to, replacement of the boiler system, replacement of the HVAC, upgrading MEP components, the installation of drainage solutions, related engineering design services, and other activities as needed. This is a multiyear, phase-funded project. (\$4,000,000)



**PE 4479 59TH STREET (U. OF CHICAGO) STATION, MED**

This project consists of the complete rehabilitation of the 59th/60th Street/University of Chicago Station in Chicago on 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. (\$31,030,000)

**PE 5182 79TH STREET (CHATHAM) STATION, MED**

This project funds the complete rehabilitation of the 79th Street Station in Chicago on the Metra Electric Line. 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. The station will be made fully ADA-accessible. (\$8,400,000)

**PE 5183 87TH STREET (WOODRUFF) STATION, MED**

This project funds the complete rehabilitation of the 87th Street Station in Chicago on with the Metra Electric Line. 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. The station will be made fully ADA-accessible. (\$7,900,000)

**PE 5184 95TH ST STATION, MED**

This project will fund the rehabilitation of the 95th Street/ Chicago State University Station on the Metra Electric Line in Chicago. The project elements may include the replacement and/or rehabilitation of station platforms, new lighting, rehabilitation of the headhouse, repair or replacement of roofs, installation of warming shelters, new platform amenities, and other related work. The project may also include wayfinding signage or other station identifiers. A new tunnel and second station entrance will be added, and parking facility upgrades will be completed. The station will be made fully accessible with the addition of elevators. (\$25,670,000)

**PE 5185 103RD STREET (ROSEMOOR) STATION, MED**

This project will fund the rehabilitation of the 103rd Street/ Rosemoor Station on the Metra Electric Line in Chicago's Pullman neighborhood. The station will be made fully ADA-accessible. The project may include the replacement and/or rehabilitation of station platforms, new lighting, gatehouse/head house rehabilitation, replacement of leaking roofs, installation of warming shelters, new platform amenities, and other related work. The project may also include wayfinding signage or other station identifiers. (\$10,300,000)

**PE 5174 OLYMPIA FIELDS STATION & PARKING, MED**

This project will provide construction funds for the

rehabilitation of the Olympia Fields Station on the Metra Electric Line. The station will be made ADA-compliant, the existing pedestrian tunnel will be renovated, and the existing Kiss & Ride facilities will be improved. The project elements may include the replacement and/or rehabilitation of station platforms, new lighting, gatehouse/head house rehabilitation, roof replacements, warming shelters, new platform amenities, and other related work. (\$1,500,000)

**PE 5784 FOREST GLEN STATION, MWD**

The Forest Glen Station will undergo multiphase rehabilitation. Phase 1 will replace the inbound and outbound platforms with new heated platforms that include tactile strips for ADA compliance, reconstruct the entry staircase with heated stairs, and replace the deficient station depot with a temporary shelter. Following design engineering services, Phase 2 will add a new heated station depot in place of the temporary shelter, new wayfinding signage, and other station identifiers. Upon completion of Phase 3, the station will be made fully ADA-accessible. (\$400,000)

**PE 5686 ROUND LAKE STATION, MWD**

The Cedar Lake Road Realignment project led by Lake County will bisect the Round Lake Station's platforms, and they will need to be relocated. Lake County will fully fund the station infrastructure components that are directly impacted by the project. Metra is taking the opportunity to reevaluate the station site plan and to consider Metra-funded improvements. Funds programmed in 2023 will finance engineering and design

services. Construction funds will be provided in later years. (\$100,000)

**PE 5785 AUBURN PARK STATION – 78TH ST. ENTRANCE, RID**

This project will fund a second station entrance at 78th Street for the new station being built on the Rock Island Line in the Auburn Park neighborhood of Chicago. The new station will be fully ADA-accessible. (\$5,000,000)

**PE 5687 107TH STREET-BEVERLY HILLS STATION, RID**

This project will provide design engineering funds for the 107th Street-Beverly Hills Station on the Rock Island Line in the Beverly Hills neighborhood of Chicago. Project activities may include, but are not limited to, parking lot renovations, ADA improvements, new lighting, additional shelters and bicycle parking, and other activities as needed. Rehabilitation of the existing station warming shelter that is appropriate for the historic neighborhood will be completed in future phases of the project. This is a multiyear, multiphase project, and this allocation will fund design engineering services and any environmental analyses as required by the National Environmental Policy Act. Construction funds are provided in later years. (\$600,000)

**PE 5484 115TH STREET - MORGAN PARK STATION, RID**

This project will provide design engineering funds for the 115th Street-Morgan Park Station on the Rock Island Line in the Morgan Park neighborhood of Chicago. A new station warming shelter will be constructed with distinctive architectural elements

and materials that are appropriate for the historic neighborhood. The project scope includes parking lot renovations, ADA improvements, the installation of shelters, bicycle parking, and landscaping improvements. This is a multiyear project; this allocation will fund design engineering services and any environmental analyses as required by NEPA. (\$3,800,000)

**PE 4486 PETERSON RIDGE STATION, UPR**

The project provides funding for a new station currently under construction in the Edgewater neighborhood of Chicago. The station will feature a platform-length canopy and a heated headhouse, four ADA-compliant pedestrian ramps and six staircases will provide numerous access points. A landscaped plaza with benches and bicycle parking will be installed at the station entrance. A passenger drop-off drive aisle, five accessible parking stalls, and 50 parking stalls will be constructed. (\$2,500,000)

**PE 5689 KENILWORTH STATION, UPR**

This project will rehabilitate the Kenilworth Station. The project scope includes extensive repairs to the historic station depot, including tuckpointing, masonry restoration, and roof tile repairs. Additional project elements may include but are not limited to, sidewalk repairs, upgraded bike facilities, landscape enhancements, entrance staircase repairs, and other related work as needed. This is a multiyear, multiphase project. (\$4,000,000)

**PE 5486 WAUKEGAN STATION, UPR**

This project will rehabilitate the

inbound and outbound platforms. Light poles and fixtures on both platforms will be replaced and on-platform shelters will be removed and reinstalled. Project activities may also include renovations to the interior of the depot. (\$600,000)

**SUPPORT ACTIVITIES**

**PE 5488 PROJECT DEVELOPMENT, MET**

This project will allow Metra to undertake studies to advance major capital projects and secure grant funding. (\$800,000)

**PE 5489 PROGRAM MANAGEMENT, MET**

This project will fund the professional services necessary to deliver capital projects. Project activities may include but are not limited to funding studies, concept design, developing new business tools and processes, professional services under the Project Management Oversight contract, and the procurement of software. Historic levels of capital funding necessitate additional program management capacity. (\$38,550,000)

**PE 5694 INFRASTRUCTURE ENGINEERING, MET**

This project funds various engineering responsibilities for capital projects to support the implementation of capital projects and cover the costs of Metra's Engineering Department and consultants. The professional consultant services may include design engineering and/or construction management in the areas of civil, structural, electrical, mechanical, signal, communications, and environmental engineering. (\$2,500,000)

**PE 5698 PROJECT  
ADMINISTRATION, MET**

This project funds the activities associated with the administration of capital grants and the projects in those grants. This includes only those labor, fringe, and overhead costs covered by Metra's cost allocation plan. Examples of the types of activities associated with the administration of capital grants are budget revisions, requisitions, quarterly reports, and reconciliation of expenses done at project closeout. Metra funds associated with capital grant administration are recognized as capitalized costs under Generally Accepted Accounting Principles. (\$900,000)

**PE 5699 CONTINGENCIES, MET**

This project will fund both emergencies and unanticipated capital needs that arise throughout the program year. Items covered require immediate attention and cannot wait for inclusion in the budget for the forthcoming program year. Contingencies are necessary to fund emergency activities to prevent project and service delays. (\$1,428,669)





Exhibit 15

**2023-2027 CAPITAL PROGRAM USES**

(\$ in thousands)

Description	2023	2024	2025	2026	2027	Total
<b>Rolling Stock</b>						
Locomotive Improvements	\$33,300	\$8,550	\$6,585	\$7,100	\$10,265	\$65,800
Car Rehabilitation	\$30,322	\$33,511	\$59,000	\$57,000	\$53,000	\$232,832
New Locomotives	\$0	\$0	\$36,274	\$0	\$20,000	\$56,274
New Rolling Stock	\$40,500	\$2,000	\$97,714	\$130,410	\$3,000	\$273,624
Fleet Component Overhaul	\$11,550	\$11,050	\$9,500	\$9,500	\$4,000	\$45,600
<b>Subtotal</b>	<b>\$115,672</b>	<b>\$55,111</b>	<b>\$209,073</b>	<b>\$204,010</b>	<b>\$90,265</b>	<b>\$674,131</b>
<b>Bridges, Track &amp; Structure</b>						
Ties and Ballast	\$12,910	\$17,640	\$16,658	\$14,853	\$12,550	\$74,610
Rail Renewal	\$9,010	\$10,050	\$7,935	\$7,926	\$8,430	\$43,350
Crossings (Road and Track)	\$6,700	\$7,080	\$7,130	\$7,910	\$8,140	\$36,960
Bridges & Retaining Walls	\$36,490	\$9,610	\$9,350	\$9,600	\$46,199	\$111,249
Structural Upgrades	\$4,400	\$14,550	\$5,700	\$800	\$800	\$26,250
<b>Subtotal</b>	<b>\$69,510</b>	<b>\$58,930</b>	<b>\$46,773</b>	<b>\$41,088</b>	<b>\$76,119</b>	<b>\$292,419</b>
<b>Signal, Electrical &amp; Communications</b>						
Signal System Upgrades	\$12,540	\$13,940	\$11,060	\$9,830	\$14,630	\$62,000
Interlockings	\$21,400	\$46,250	\$11,480	\$5,570	\$14,890	\$99,590
Electrical System Improvements	\$25,435	\$14,755	\$2,100	\$2,900	\$1,000	\$46,190
<b>Subtotal</b>	<b>\$59,375</b>	<b>\$74,945</b>	<b>\$24,640</b>	<b>\$18,300</b>	<b>\$30,520</b>	<b>\$207,780</b>
<b>Facilities &amp; Equipment</b>						
Yard Improvements	\$39,070	\$62,800	\$37,492	\$9,307	\$10,594	\$159,263
Building Improvements	\$2,040	\$3,410	\$1,300	\$750	\$750	\$8,250
Equipment and Vehicles	\$39,520	\$20,390	\$9,166	\$4,526	\$1,150	\$74,752
<b>Subtotal</b>	<b>\$80,630</b>	<b>\$86,600</b>	<b>\$47,958</b>	<b>\$14,583</b>	<b>\$12,494</b>	<b>\$242,265</b>
<b>Stations &amp; Parking</b>						
Stations & Parking	\$129,405	\$31,925	\$12,735	\$33,590	\$90,891	\$298,546
ADA Improvements	\$5,800	\$3,775	\$3,480	\$650	\$3,030	\$16,735
<b>Subtotal</b>	<b>\$135,205</b>	<b>\$35,700</b>	<b>\$16,215</b>	<b>\$34,240</b>	<b>\$93,921</b>	<b>\$315,281</b>
<b>Support Activities</b>						
Technical Studies	\$4,200	\$5,250	\$5,500	\$5,500	\$6,100	\$26,550
Project Administration	\$38,550	\$14,156	\$15,000	\$19,244	\$34,100	\$121,050
Contingencies	\$1,429	\$1,586	\$1,943	\$1,047	\$1,107	\$7,111
<b>Subtotal</b>	<b>\$44,179</b>	<b>\$20,992</b>	<b>\$22,443</b>	<b>\$25,791</b>	<b>\$41,307</b>	<b>\$154,711</b>
<b>Total Uses</b>	<b>\$504,570</b>	<b>\$332,277</b>	<b>\$367,101</b>	<b>\$338,012</b>	<b>\$344,625</b>	<b>\$1,886,586</b>

\*May not total due to rounding

## Exhibit 16

**METRA OPERATING & SERVICE CHARACTERISTICS AS OF 2022**

Carrier/Line		Revenue Trains *			Train Miles	Car Miles	On-Time Performance	
		Weekday	Sat	Sun/Hol			Jul 2021- Jun 2022	2021 Average
BNSF Railway		91	30	20	845,074	6,154,550	97.1%	97.2%
Union Pacific	North	70	26	18	698,679	4,366,035	96.0%	96.3%
	Northwest	66	34	21	792,958	5,479,016	95.2%	94.8%
	West	40	20	18	529,308	3,990,621	90.5%	92.1%
<b>Total</b>		<b>176</b>	<b>80</b>	<b>57</b>	<b>2,020,945</b>	<b>13,835,672</b>	<b>94.2%</b>	<b>94.8%</b>
Electric District	Main Line	67	42	24	608,712	3,230,830	98.2%	98.2%
	Blue Island	18	8	0	92,613	317,243	97.4%	97.1%
	South Chicago	42	32	20	177,384	712,124	98.0%	97.7%
<b>Total</b>		<b>127</b>	<b>82</b>	<b>44</b>	<b>878,710</b>	<b>4,260,198</b>	<b>98.0%</b>	<b>97.9%</b>
Heritage Corridor		6	0	0	57,815	265,837	86.5%	86.5%
Milwaukee District	North	38	20	18	526,054	3,406,753	93.0%	92.9%
	West	40	24	18	481,793	3,310,382	94.1%	93.5%
<b>Total</b>		<b>78</b>	<b>44</b>	<b>36</b>	<b>1,007,847</b>	<b>6,717,135</b>	<b>93.6%</b>	<b>93.2%</b>
North Central Service		12	0	0	135,918	810,496	90.4%	93.7%
SouthWest Service		12	0	0	104,220	783,812	91.0%	92.9%
Rock Island District		80	33	28	714,178	5,260,035	95.7%	96.6%
<b>System Totals/Averages</b>		<b>582</b>	<b>269</b>	<b>185</b>	<b>5,764,707</b>	<b>38,087,734</b>	<b>95.5%</b>	<b>95.7%</b>

\* Based on schedule in effect June 20, 2022

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	4	18	41	175	38	0	144.0	37.5
Union Pacific	North Line	Kenosha, WI (Kenosha Co.)	Ogilvie Transportation Ctr.	24	1	25	1	20					107.5	51.6
	Northwest Line	Harvard, IL (McHenry Co.)	Ogilvie Transportation Ctr.	21	0	21	0	19					161.1	63.1
	McHenry Branch	McHenry, IL (McHenry Co.)	Ogilvie Transportation Ctr.	1	0	1	0	1					8.0	7.4
	West Line	Elburn, IL (Kane Co.)	Ogilvie Transportation Ctr.	18	0	18	0	16					144.2	43.6
<b>Total</b>				<b>64</b>	<b>1</b>	<b>65</b>	<b>1</b>	<b>56</b>	<b>58</b>	<b>262</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>182</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>53</b>	<b>154</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	**	**	**	**		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>21</b>	<b>83</b>	<b>30</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>10</b>	<b>190</b>	<b>173</b>	<b>674</b>	<b>187</b>	<b>182</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 RAIL STATIONS BY FARE ZONE**

ZONE	BNSF		ELECTRIC MAIN LINE		ELECTRIC BLUE ISLAND		ELECTRIC SOUTH CHICAGO		HERITAGE		MILWAUKEE NORTH		MILWAUKEE WEST	
<b>A</b> (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>B</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										
<b>C</b> (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										
<b>D</b> (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													
<b>E</b> (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										
<b>F</b> (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										
<b>G</b> (30.1-35.0)	Route 59	31.6	University Park	31.5					Lockport	32.9				
<b>H</b> (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
<b>I</b> (40.1-45.0)											Grayslake	41.0		
											Round Lake	44.0		
<b>J</b> (45.1-65.0)											Long Lake	46.0		
											Ingleside	47.8		
											Fox Lake	49.5		

\* OTC=Ogilvie Transportation Center

ZONE	NORTH CENTRAL SERVICE		ROCK ISLAND MAIN		ROCK ISLAND BRANCH		SOUTHWEST SERVICE		UNION PACIFIC NORTH		UNION PACIFIC NORTHWEST		UNION PACIFIC WEST	
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 Patriot	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				
									Glencoe	19.2				
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
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: JULY 2021 - JUNE 2022****Estimated Ridership Based on Total Ticket Sales**

Carrier/Line		July 2021 - June 2022				
		Annual Passenger Trips*	Annual Passenger Miles*	Annual Passenger Revenue	Avg Rev Per Passenger Trip	Avg Trip Length (miles)
BNSF Railway		3,651,100	82,148,400	20,605,600	\$5.64	22.5
Union Pacific	North	2,650,100	45,730,400	12,745,900	\$4.81	17.3
	Northwest	2,678,100	67,151,600	14,755,100	\$5.51	25.1
	West	2,038,900	45,350,500	11,272,800	\$5.53	22.2
<b>Total</b>		<b>7,367,100</b>	<b>158,232,500</b>	<b>38,773,800</b>	<b>\$5.26</b>	<b>21.5</b>
Metra Electric		2,577,100	40,991,900	7,136,900	\$2.77	15.9
Heritage Corridor		137,800	3,619,000	800,000	\$5.81	26.3
Milwaukee District	North	1,544,300	36,932,300	8,465,700	\$5.48	23.9
	West	1,457,000	35,441,100	7,771,400	\$5.33	24.3
<b>Total</b>		<b>3,001,300</b>	<b>72,373,400</b>	<b>16,237,100</b>	<b>\$5.41</b>	<b>24.1</b>
North Central Service		245,500	7,547,100	1,528,100	\$6.22	30.7
SouthWest Service		450,200	8,501,200	2,476,900	\$5.50	18.9
Rock Island District		2,282,300	49,566,700	7,317,900	\$3.21	21.7
<b>System Totals*</b>		<b>19,712,600</b>	<b>422,980,300</b>	<b>94,876,100</b>	<b>\$4.81</b>	<b>21.5</b>

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

\* Includes free trips





Exhibit 20

**FORECASTED RIDERSHIP AND VEHICLE MILES / 2021-2025**

	2021 Actual	2022 Projected*	2023 Forecast	2024 Forecast	2025 Forecast
<b>Passenger Trips <sup>1</sup></b>	14,081,000	24,631,000	34,817,000	44,192,000	51,594,000
Year-to-Year Change		74.9%	41.4%	26.9%	16.7%
<b>Passenger Miles <sup>2</sup></b>	304,989,000	543,400,000	768,150,000	974,973,000	1,138,257,000
Year-to-Year Change		78.2%	41.4%	26.9%	16.7%
<b>Revenue Car Miles</b>	32,838,000	38,980,000	44,403,000	45,592,000	45,438,000
Year-to-Year Change		18.7%	13.9%	2.7%	-0.3%

\*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 (CONDUCTOR COUNTS): JULY 2021 - JUNE 2022**

Carrier/Line		July 2021 - June 2022							
		Weekday Average					Avg Saturday	Avg Sunday	Avg Week
		Peak	Reverse	Midday	Evening	Total			
BNSF Railway		11,800	900	2,200	1,200	16,100	6,000	4,200	90,700
Union Pacific	North	6,400	2,200	2,100	1,000	11,700	5,900	4,200	68,600
	Northwest	7,100	800	1,700	600	10,300	7,500	4,400	63,400
	West	5,800	600	1,200	500	8,000	3,700	2,700	46,400
<b>Total</b>		<b>19,300</b>	<b>3,600</b>	<b>5,000</b>	<b>2,100</b>	<b>30,000</b>	<b>17,100</b>	<b>11,300</b>	<b>178,400</b>
Electric District	Main Line	4,100	500	1,300	600	6,400	2,700	1,700	36,400
	Blue Island	600	100	200	0	900	300	0	4,800
	So Chicago	800	400	500	100	1,800	1,200	700	10,900
<b>Total</b>		<b>5,500</b>	<b>1,000</b>	<b>2,000</b>	<b>700</b>	<b>9,100</b>	<b>4,200</b>	<b>2,400</b>	<b>52,100</b>
Heritage Corridor		500	0	50	0	600	10	0	3,010
Milwaukee District	North	3,800	600	800	300	5,500	2,000	1,500	31,000
	West	3,500	300	700	300	4,800	2,200	1,600	27,800
<b>Total</b>		<b>7,300</b>	<b>900</b>	<b>1,500</b>	<b>600</b>	<b>10,300</b>	<b>4,200</b>	<b>3,100</b>	<b>58,800</b>
North Central Service		900	30	100	0	1,000	0	0	5,000
SouthWest Service		1,700	0	100	0	1,800	0	0	9,000
Rock Island District		6,500	300	1,400	400	8,600	2,200	1,500	46,700
<b>System Totals</b>		<b>53,500</b>	<b>6,700</b>	<b>12,400</b>	<b>4,900</b>	<b>77,400</b>	<b>33,700</b>	<b>22,400</b>	<b>443,710</b>

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

Exhibit 22

**TICKET SALES BY TICKET TYPE: JULY 2021 - JUNE 2022**

Carrier/Line		Between Chicago, IL (Cook County) and...	Monthly	Ten-Ride	One-Way	Round Trip Plus**	Day Pass†	One Day Weekend Pass	Two Day Weekend Pass
BNSF Railway		Aurora, IL (Kane County)	21,600	118,000	496,300	34,800	538,300	108,400	25,000
Union Pacific	North	Kenosha, WI (Kenosha County)	12,300	85,900	544,400	32,700	268,900	89,300	17,200
	Northwest	Harvard, IL (McHenry County)	13,400	70,800	441,100	26,200	389,200	132,500	31,800
	West	Elburn, IL (Kane County)	11,200	63,600	322,800	23,500	261,000	80,100	20,200
<b>Total</b>			<b>36,800</b>	<b>220,300</b>	<b>1,308,300</b>	<b>82,400</b>	<b>919,100</b>	<b>301,900</b>	<b>69,200</b>
Electric District		University Park, IL (Will County)	16,300	93,900	882,900	56,900	18,400	25,000	5,400
Heritage Corridor		Joliet, IL (Will County)	900	3,600	10,400	900	32,500	300	100
Milwaukee District	North	Fox Lake, IL (Lake County)	7,100	42,100	243,400	14,000	252,700	65,900	13,300
	West	Elgin, IL (Kane County)	7,700	29,200	235,700	13,600	243,400	72,500	12,900
<b>Total</b>			<b>14,900</b>	<b>71,200</b>	<b>479,100</b>	<b>27,600</b>	<b>496,200</b>	<b>138,500</b>	<b>26,300</b>
North Central Service		Antioch, IL (Lake County)	900	6,000	29,900	1,400	64,000	400	200
SouthWest Service		Manhattan, IL (Will County)	4,000	12,800	36,800	3,200	78,500	200	100
Rock Island District		Joliet, IL (Will County)	18,700	99,700	472,000	47,400	18,200	30,300	5,200
<b>System Totals*</b>			<b>114,100</b>	<b>625,500</b>	<b>3,715,700</b>	<b>254,600</b>	<b>2,165,200</b>	<b>605,100</b>	<b>131,400</b>

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

\*\*The Round Trip Plus ticket was introduced in September 2020 and discontinued in February 2022.

†The \$6 Day Pass was introduced in February 2022.

Exhibit 23

**PROPOSED 2023 ADULT FARE SCHEDULE (MONTHLY PASSES PRICED AT 16 ONE-WAY TICKETS)**

Zone	Ticket	A	B	C	D	E	F	G	H	I	J
A	Monthly	\$ 64.00									
	Ten-Ride	38.00									
	Day Pass	8.00									
	One-Way	4.00									
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">                     Weekend: \$10.00                      Saturday/Sunday Day Pass: \$7.00                      Onboard Surcharge: \$5.00                 </div>											
B	Monthly	68.00	\$ 64.00								
	Ten-Ride	40.50	38.00								
	Day Pass	8.50	8.00								
	One-Way	4.25	4.00								
C	Monthly	88.00	68.00	\$ 64.00							
	Ten-Ride	52.25	40.50	38.00							
	Day Pass	11.00	8.50	8.00							
	One-Way	5.50	4.25	4.00							
D	Monthly	100.00	88.00	68.00	\$ 64.00						
	Ten-Ride	59.50	52.25	40.50	38.00						
	Day Pass	12.50	11.00	8.50	8.00						
	One-Way	6.25	5.50	4.25	4.00						
E	Monthly	108.00	100.00	88.00	68.00	\$ 64.00					
	Ten-Ride	64.25	59.50	52.25	40.50	38.00					
	Day Pass	13.50	12.50	11.00	8.50	8.00					
	One-Way	6.75	6.25	5.50	4.25	4.00					
F	Monthly	116.00	108.00	100.00	88.00	68.00	\$ 64.00				
	Ten-Ride	69.00	64.25	59.50	52.25	40.50	38.00				
	Day Pass	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	124.00	116.00	108.00	100.00	88.00	68.00	\$ 64.00			
	Ten-Ride	73.75	69.00	64.25	59.50	52.25	40.50	38.00			
	Day Pass	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	132.00	124.00	116.00	108.00	100.00	88.00	68.00	\$ 64.00		
	Ten-Ride	78.50	73.75	69.00	64.25	59.50	52.25	40.50	38.00		
	Day Pass	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	144.00	132.00	124.00	116.00	108.00	100.00	88.00	68.00	\$ 64.00	
	Ten-Ride	85.50	78.50	73.75	69.00	64.25	59.50	52.25	40.50	38.00	
	Day Pass	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	152.00	144.00	132.00	124.00	116.00	108.00	100.00	88.00	68.00	\$ 64.00
	Ten-Ride	90.25	85.50	78.50	73.75	69.00	64.25	59.50	52.25	40.50	38.00
	Day Pass	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



Exhibit 24

**PROPOSED 2023 SPECIAL USER FARE SCHEDULE (MONTHLY PASSES PRICED AT 16 ONE-WAY TICKETS)**

Zone	Ticket	A	B	C	D	E	F	G	H	I	J
A	Monthly	\$ 32.00									
	Ten-Ride	19.00									
	Day Pass	4.00									
	One-Way	2.00									
B	Monthly	34.00	\$ 32.00								
	Ten-Ride	19.00	19.00								
	Day Pass	4.00	4.00								
	One-Way	2.00	2.00								
C	Monthly	44.00	34.00	\$ 32.00							
	Ten-Ride	26.25	19.00	19.00							
	Day Pass	5.50	4.00	4.00							
	One-Way	2.75	2.00	2.00							
D	Monthly	50.00	44.00	34.00	\$ 32.00						
	Ten-Ride	28.50	26.25	19.00	19.00						
	Day Pass	6.00	5.50	4.00	4.00						
	One-Way	3.00	2.75	2.00	2.00						
E	Monthly	54.00	50.00	44.00	34.00	\$ 32.00					
	Ten-Ride	31.00	28.50	26.25	19.00	19.00					
	Day Pass	6.50	6.00	5.50	4.00	4.00					
	One-Way	3.25	3.00	2.75	2.00	2.00					
F	Monthly	58.00	54.00	50.00	44.00	34.00	\$ 32.00				
	Ten-Ride	33.25	31.00	28.50	26.25	19.00	19.00				
	Day Pass	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	62.00	58.00	54.00	50.00	44.00	34.00	\$ 32.00			
	Ten-Ride	35.75	33.25	31.00	28.50	26.25	19.00	19.00			
	Day Pass	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	66.00	62.00	58.00	54.00	50.00	44.00	34.00	\$ 32.00		
	Ten-Ride	38.00	35.75	33.25	31.00	28.50	26.25	19.00	19.00		
	Day Pass	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	72.00	66.00	62.00	58.00	54.00	50.00	44.00	34.00	\$ 32.00	
	Ten-Ride	42.75	38.00	35.75	33.25	31.00	28.50	26.25	19.00	19.00	
	Day Pass	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	76.00	72.00	66.00	62.00	58.00	54.00	50.00	44.00	34.00	\$ 32.00
	Ten-Ride	45.25	42.75	38.00	35.75	33.25	31.00	28.50	26.25	19.00	19.00
	Day Pass	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

**COMMUTER RAIL BOARD ORDINANCE NO. MET 22-10****2023 Proposed Budget and Capital Program****BE IT ORDAINED**

1. The Board of Directors of the Commuter Rail Division of the Regional Transportation Authority ("Commuter Rail Division") hereby releases the Proposed 2023 Operating and Capital Program and Budget, the 2023-2025 Financial Plan, and the 2023-2027 Capital Program for Public Hearings and public discussion.
2. The Board of Directors of the Commuter Rail Division also authorizes said Public Hearing(s), to be held in the City of Chicago, Suburban Cook County, DuPage County, Kane County, Lake County, McHenry County, Will County and virtually with times and locations as specified in the Legal Notice. This is in compliance with Section 3B.10 of the Regional Transportation Authority Act, (70 ILCS 3615/3B.10).
3. The Proposed 2023 Operating and Capital Program and Budget, the 2023- 2025 Financial Plan, and the 2023-2027 Capital Program may contain various scenarios that are being contemplated. The selection of scenarios, if any, by the Board of Directors will depend, in part, upon public comments received at Public Hearings and County Board presentations and other comments received from the public. The Commuter Rail Division will review all the public comments received at Public Hearings and other comments received from the public.



## PUBLIC NOTICE

Commuter Rail Board (Metra) Public Hearings on Proposed Operating and Capital Program and Budget for Fiscal Year 2023, the 2023-2025 Financial Plan, and the 2023-2027 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 2023 Operating and Capital Program and Budget, the 2023-2025 Financial Plan, and the 2023-2027 Capital Program for public hearing and discussion. The FY2023 Program and Budget includes changing the pricing of the Day Pass and Monthly Pass to use Metra’s current zoned fare structure, where the Day Pass will cost twice the cost of a comparable One-Way Ticket and the Monthly Pass will cost the equivalent of 16 comparable One-Way Tickets. Service levels are budgeted to be comparable to 2019 with service increased as ridership and operational factors allow.

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

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

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

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

Step 2: Once on the home page of your webpage browser, please enter the following website URL, [www.Webex.com](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: **2330 583 3648**.

Step 5: You will be prompted to enter the meeting password: **2023budget**. Then press “register”.

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

### **Section II:** For those not wishing to pre-register

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

Step 2: Once on the home page of your webpage browser, please enter the following website URL, [www.Webex.com](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: **2330 583 3648**.

Step 5: You will be prompted to enter the meeting password: **2023budget**. Then press “ok”.

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



Follow these steps on Nov. 2, 2022, between 4-6 p.m. to join the virtual public hearing and present your comments. The virtual public hearing can also be attended by dialing toll free **844-517-1442** and entering access code: **2330 583 3648** or by submitting written material at any time, but not later than 24 hours after the conclusion of the hearings on Nov. 3, 2022.

Written comments via U.S. mail can be sent to the attention of Karen Hullinger, Assistant Secretary to the Commuter Rail Board, Room 1300, 547 West Jackson Boulevard, Chicago, Illinois, 60661. Comments will also be accepted via voicemail to (312)322-1006, or email to: [2023budgetcomments@metrarr.com](mailto:2023budgetcomments@metrarr.com). The virtual public hearing will be recorded, and a copy will be retained by Metra in compliance with Illinois law.

Copies of the proposed Operating and Capital Program and Budget for Fiscal Year 2023 together with the Fiscal Years 2023-2025 Financial Plan, and Fiscal Years 2023-2027 Capital Program, will be available for public inspection after Oct. 12, 2022, 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.metra.com](http://www.metra.com) website Oct. 12, 2022, and will be available at city and village offices in the six-county northeastern Illinois region seven (7) days prior to the hearings.

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

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

**FY2022 METRA PROPOSED PROGRAM AND BUDGET  
PUBLIC HEARING SCHEDULE**

<b>Wednesday, Nov. 2 4-6 p.m.</b>	<b>Thursday, Nov. 3 4-6 p.m.</b>
<b>WILL COUNTY</b> Joliet City Hall Council Chambers 150 W. Jefferson Street Joliet	<b>SOUTH SUBURBAN COOK COUNTY</b> East Hazel Crest Village Hall Village Board Room 1904 W. 174th Street East Hazel Crest
<b>DUPAGE COUNTY</b> Clarendon Hills Village Hall Village Board Room One N. Prospect Avenue Clarendon Hills	<b>KANE COUNTY</b> Kane County Government Center Building A – 1st Floor Auditorium 719 S. Batavia Avenue Geneva
<b>CITY OF CHICAGO</b> Metra Board Room 13th floor 547 W. Jackson Boulevard Chicago	<b>NORTH SUBURBAN COOK COUNTY</b> Hanover Park Police Department Community Room 2011 Lake Street Hanover Park
<b>LAKE COUNTY</b> Mundelein Village Hall Village Board Room 300 Plaza Circle Mundelein	<b>MCHENRY COUNTY</b> Crystal Lake City Hall City Council Chambers 100 W. Woodstock Street Crystal Lake
<b>VIRTUAL PUBLIC HEARING</b> Webex.com or via phone at 844-517-1442 meeting ID number: 2330 583 3648 password: 2023budget	



## PROTECTING YOUR RIGHTS

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

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

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

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

## METRA'S CITIZENS ADVISORY BOARD

**Jonathan F. McCabe – Chairman**  
 At-Large Representative

**Dr. Maria H. Coons**  
 Representing northwest suburban Cook County

**Richard Dombrowski**  
 Representing Will County

**Lawrence Falbe, Esq.**  
 Representing Lake County

**Jean E. Gonzalez**  
 Representing north suburban Cook County

**Haig Haleblan**  
 Representing McHenry County

**Robert Hart**  
 Representing the city of Chicago

**Michelle Machay**  
 Representing southwest suburban Cook County

**Patricia Mahon**  
 Representing south suburban Cook County

**John Plante**  
 At-Large Representative

**Vacant**  
 Representing DuPage County

**Matt Hanson**  
 Representing Kane County

**Vacant**  
 Representing Cook County









***Metra***

*547 W. Jackson Blvd.  
Chicago, IL 60661  
metra.com*