

2022

OPERATING & CAPITAL PROGRAM & BUDGET



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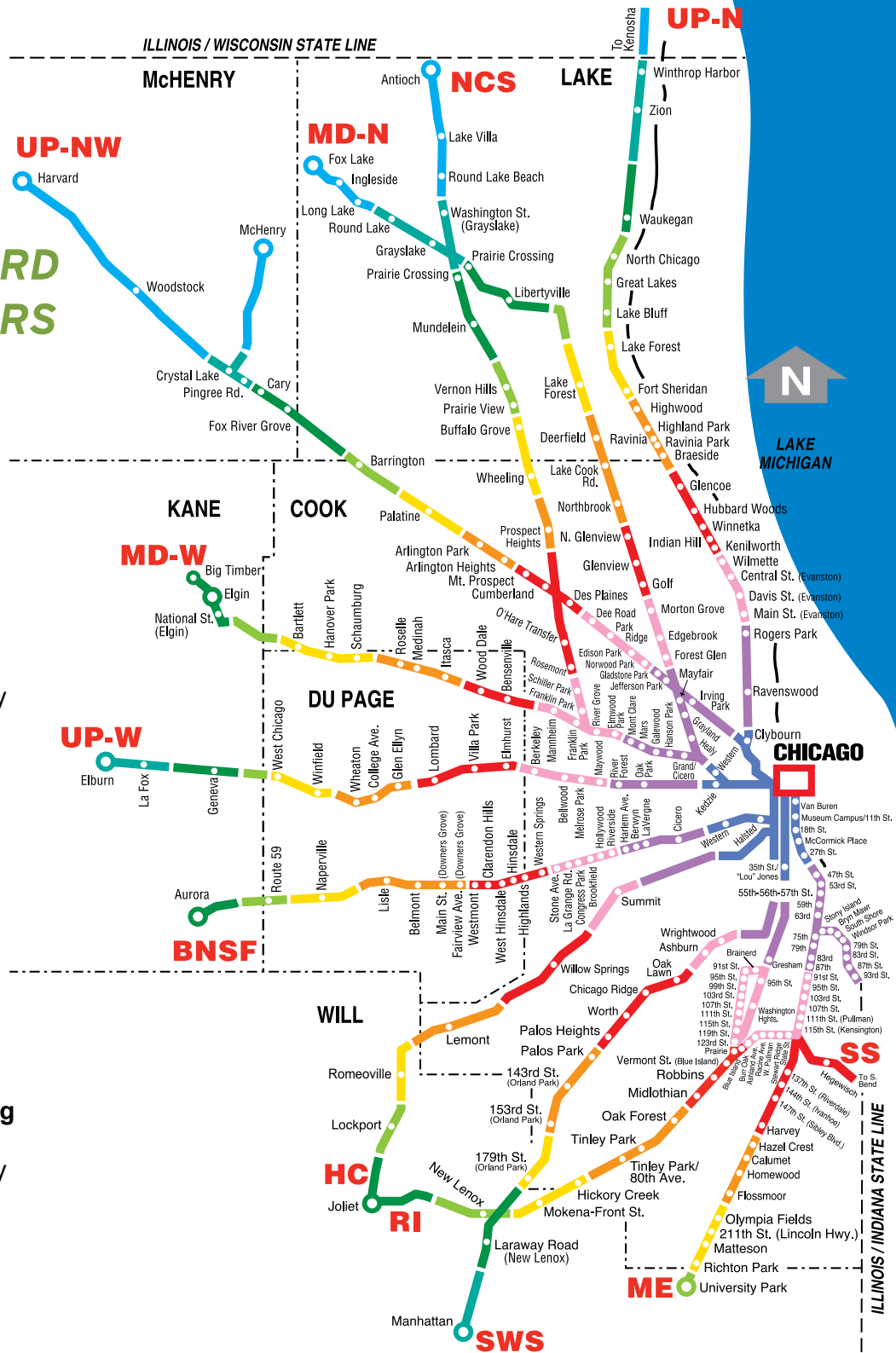
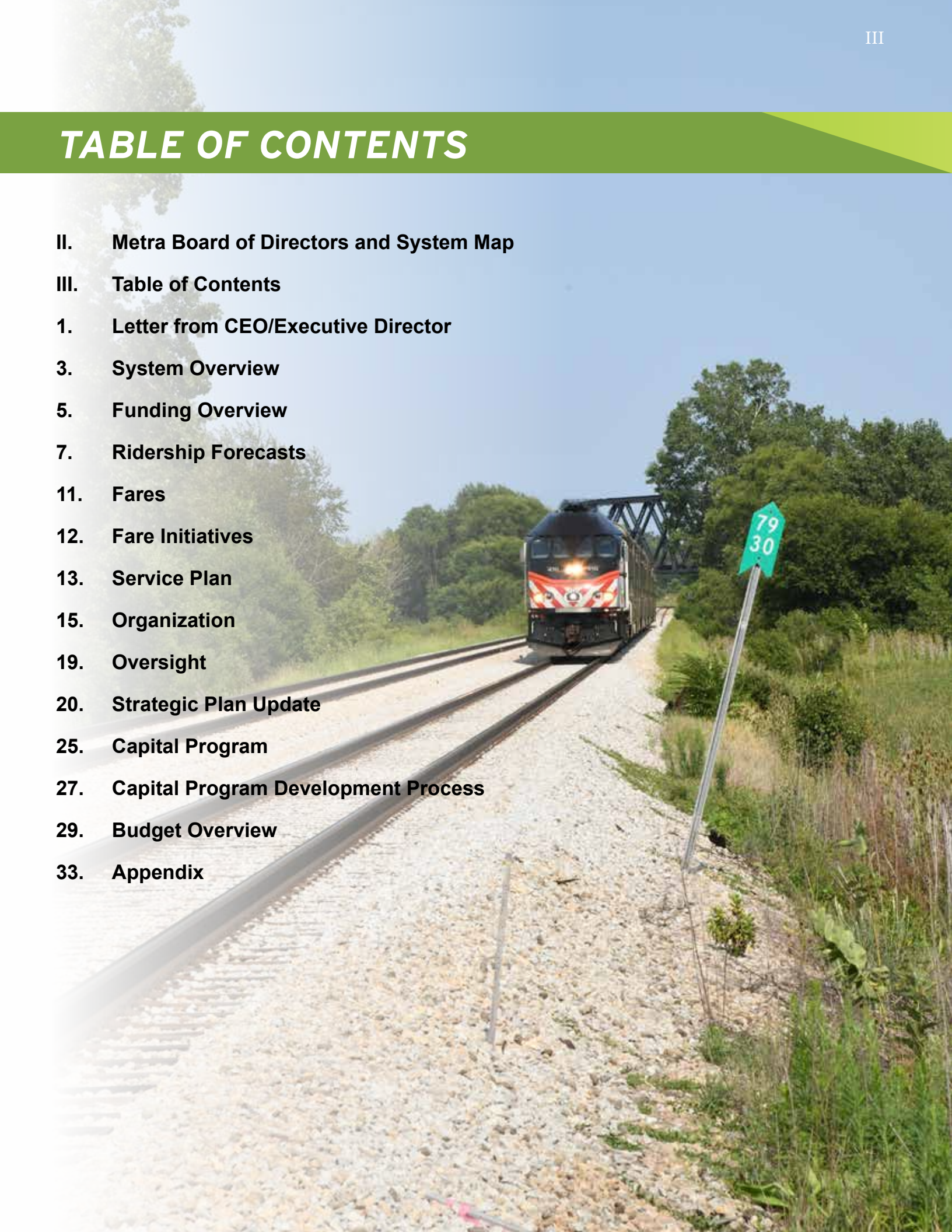


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A Message from the Chief Executive Officer on Behalf of the Metra Board of Directors and Staff

Our Commitment to the Chicago Region's Return

More than a year and a half into the COVID-19 pandemic, there remains a great deal of uncertainty about how and when things will finally return to normal. But one thing is certain. *My Metra's* commitment to its riders and the communities we serve has never wavered. And although the past months have challenged Metra, the Chicago region, and the nation as never before, our commitment for 2022 and beyond is to emerge from the pandemic stronger and better so that we continue to uphold our essential role in the region's economy.

The 2022 budget and two-year financial plan presented in this document makes cautious and responsible assumptions about the growth in ridership as workers return to the commute. As riders return, Metra understands that our services must be in place, so we remain a convenient and reliable option. Therefore, we will be proactively ramping up our service levels in 2022 so that we are ready when *My Metra* riders are ready.

The 2022 budget assumes Metra will begin the year with ridership at about 25% of pre-pandemic levels and finish the year at about 35%. This conservative projection for ridership growth results in \$146.4 million from fares and other system-generated revenues to help pay for \$900 million in projected expenses. Regional transportation sales tax revenues will cover an additional \$458.8 million. We plan to use \$294.8 million in allocated federal relief funds to balance our 2022 budget. **The 2022 budget does not include a fare increase.**

As the region rebuilds from the impacts of the COVID-19 pandemic, Metra is also rebuilding and reimagining its service. Our plan isn't simply to go back to what we had but to adapt and adjust our service to the needs of our riders and the region.

Preparing for your return

- We have spent the past months examining travel patterns and listening to our riders about the services they want and need, and we plan to continue doing so through monthly onboard surveys that will help us track our riders' satisfaction with specific aspects of service. Metra is one of the first transit agencies to use digital onboard surveys to continually monitor performance.
- Moving forward, Metra plans to adopt schedules that better balance service levels throughout the day, are consistent and easy to understand, include express and reverse commute options when possible, and encourage transfers. Using these principles, Metra launched several pilot schedules in 2021 on the BNSF, Metra Electric, Rock Island, and Union Pacific North lines and have seen ridership gains on these lines as a result.
- As *My Metra* riders return, new schedules aren't the only way that we plan to address their need for flexibility. In June 2020, we introduced a \$10 All-Day Pass good for unlimited rides on all Metra lines. The pass was quickly adopted by Metra riders who appreciated its flexibility and affordability. In 2022, we are introducing a \$6 Day Pass good for travel between three fare zones with the goal of providing a flexible fare option that encourages riders to use Metra for shorter trips. The \$10 Day Pass will remain available for longer trips.
- Ramping up service levels early in 2022 will also maximize riders' ability to physically distance as they ease back into travel. Metra will continue to carefully monitor ridership demand and patterns and produce a weekly ridership dashboard showing ridership levels on each train to help riders plan their travel.

- Measures that have allowed *My Metra* riders to *Commute with Confidence* throughout the pandemic will remain in place as we continue enhanced cleaning and sanitation practices onboard our trains and at our stations.
- To create the safest possible environment for *My Metra* customers, we are moving forward with a significant upgrade to the ventilation system on our railcars. The new system will use ultraviolet light, electrical fields, and stronger filters to remove and eliminate 99% of all airborne particulates, bacteria, and viruses.

Planning and rebuilding for the future

Maintaining and developing a public transit infrastructure in ways that ensure reliable and safe service while adapting our infrastructure to further reduce its environmental impacts is part of our long-term plan to evolve and serve the changing needs of *My Metra's* commuters. This means meeting federal environmental standards for all our projects and looking for new green technologies and materials that we can use to reduce our impact on the environment.

Reducing our environmental impact has guided our most recent efforts to purchase new or rehabbed locomotives. We are currently in the process of receiving rehabbed locomotives that have been converted to meet the Environmental Protection Agency's (EPA) Tier 3 emissions standards. We have also awarded contracts for new switch engines that meet the EPA Tier IV emission standards, the highest currently in effect. And we have an RFP out for kits to covert diesel engines to battery power; and also plan to have an RFP out for battery-powered trainsets. We are leading the charge to green power.

We have also moved forward with the purchase of new railcars that offer a completely new design over the bi-level cars that have served our passengers for a half century and more. With this purchase, we are modernizing one of the oldest fleets in the country.

This will not only improve the reliability of Metra service, but it will elevate our passengers' experience to an entirely new level.

The state of Illinois' capital program, Rebuild Illinois, passed by Governor J.B. Pritzker and the Legislature in 2019, provided funding that has allowed us to move forward with the rehabilitation of our passenger fleet, the purchase of new equipment, the replacement of aging bridges and signal systems and the rehabilitation of more stations. Metra's 2022 capital program outlines nearly \$261 million in capital investments with funding from federal, state and RTA sources. The 2022-2026 capital program projects that Metra will receive \$1.5 billion to address our infrastructure needs.

Let us know what you think

We encourage our riders and the region's taxpayers to read this 2022 operating budget and capital program so they can understand the scope and ambition of our plans and the challenges we will confront together in the year ahead. We need your input as we move forward. You can provide feedback by either sending an email to 2022budgetcomments@metrarr.com or participating in one of our in-person or virtual public hearings.

For more than three decades, Metra has provided safe and reliable transportation for millions of Chicago area residents. Metra provided essential service for first responders, healthcare workers and others who could not shelter in place throughout the darkest days of the pandemic. Access to Metra services has provided growth and opportunity for communities and businesses across our region. As the Chicago region recovers and returns to traveling for work and pleasure, rest assured that *My Metra* will continue to be there for you.

James M. Derwinski - CEO/Executive Director

SYSTEM OVERVIEW

Metra is the largest commuter railroad in the nation based on miles of track and one of the largest based on ridership. Metra's primary mission is to provide safe, reliable, and efficient commuter rail service that enhances the economic and environmental health of the northeast Illinois region it serves. Prior to COVID-19 pandemic stay-at-home orders in March of 2020, Metra provided about 281,000 rides each weekday. By the end of September 2021, Metra was providing an average of 75,000 weekday passenger trips or nearly 27% 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 Sept. 13, 2021, Metra operated 566 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 freight railroad-owned track 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).

** In 2019, Metra provided 74.0 million trips.*

METRA BY THE NUMBERS

- **18.6 million passenger trips in 2020***
- **566 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**
- **847 bridges**
- **565 grade crossings**
- **24 rail yards**
- **90,000 parking spaces**
- **12 electrical substations**
- **3 electrical tie stations**
- **12 fuel facilities**



2022 FUNDING OVERVIEW

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

Because of COVID-19, Metra has seen 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 CARES Act, \$83.4 million under the 2020 CRRSA Act, and \$513.6 million under the 2021 American Rescue Plan (ARP) Act. After using \$177.0 million of federal relief funds in 2020, Metra projects it will use \$183.6 million in 2021, leaving \$715.6 million available to be carried into 2022 and beyond. Of this total amount, Metra projects that it will use \$294.8 million in 2022 to balance its budget.

On the capital side, Metra plans to invest \$1.5 billion in its infrastructure over the next five years, funded by Rebuild Illinois PAYGO funding, federal formula sources, discretionary grants and RTA sources. This investment amount represents an approximate 20% increase to the \$7 billion that Metra has invested since 1985 to rebuild, maintain and expand the region’s passenger rail network.

For 2022, Metra’s total budget for operations and capital is \$1.161 billion. As shown in **Exhibit 1** below, this total includes \$900 million for operations and \$261 million for capital. **Exhibit 2** shows all sources of funds and their relative percentages of Metra funding.

Metra provided nearly 281,000 passenger trips each weekday before the pandemic hit. However, the traditional five-day-a-week work commute, which accounted for the highest share of Metra ridership, may be forever changed by the pandemic with many of the region’s workers expected to work from home more frequently. Despite this trend, Metra believes that it will continue to be a vital transportation link for thousands of workers and other passengers across the Chicago region. Longer term, if passenger revenues do not recover to pre-pandemic levels, if there is no additional federal relief funding and if there is no 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.

Exhibit 1
2022 FUNDING DISTRIBUTION
TOTAL \$1.161 BILLION

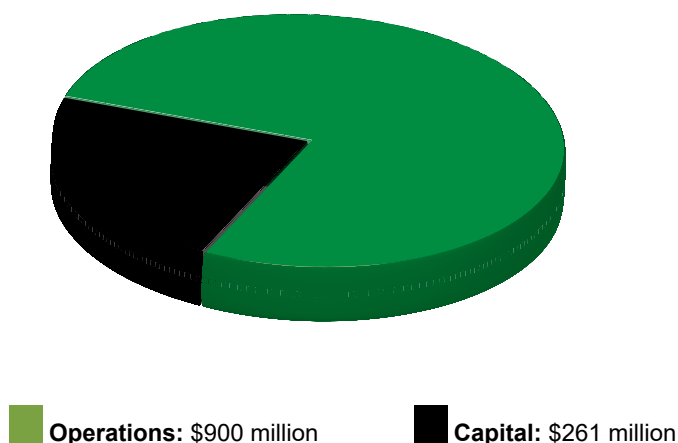
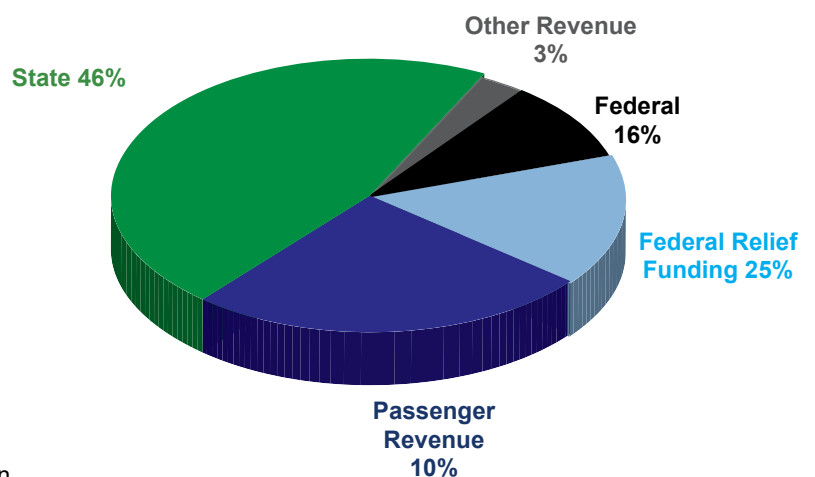


Exhibit 2
2022 SOURCES OF FUNDS



OPERATIONS FUNDING

Under the RTA Act, the RTA and the service boards (METRA, CTA and Pace) are required to have a balanced budget and to recover a combined 50% of operating expenses through fares and other system-generated revenues. The RTA sets individual recovery ratios for each of the operating agencies to achieve this requirement as part of the budgeting process. The RTA's revenue recovery ratio mark for Metra is 52.5% in 2022. Metra's 2022 budget meets both requirements through the use of available federal relief funds allocated to the agency. Metra is not proposing to raise passenger fares in 2022.

For 2022, Metra is budgeting operating expenses of \$900 million, which is \$100 million, or 12.5% higher than its 2021 amended budget. Metra expects to fund its operating expenses with a combination of fares, other operating income, sales tax receipts, and available federal relief funds allocated to the agency. The 2022 budget assumes that passenger fare revenue increases from approximately 20% of 2019 levels in 2021 to 30% of 2019 levels in 2022 as ridership is assumed to increase from 25% of 2019 levels to 35% of 2019 levels by the end of 2022. Although projected to decline slightly from 2021 levels, 2022 sales taxes are projected to remain at historically high levels, reflecting additional sales taxes collected from online purchases.

Metra's Financial Plan for 2023 and 2024 assumes that passenger fare revenue recovers to 50% of 2019 levels during 2023 and 72.5% of 2019 levels during 2024. After declining slightly between 2021 and 2022, sales taxes are projected to increase approximately 2.5% annually in 2023 and 2024. However, the total of projected passenger fare revenue, other operating revenue, and sales taxes will be insufficient to fund projected operating expenses of \$930 million in 2023 and \$960 million in 2024 and will require usage of \$238 million and \$171 million of allocated federal relief funds, in 2023 and 2024, respectively. In total, approximately \$705 million of allocated federal relief funds are utilized during the 2022-2024 period.

A more detailed discussion of Metra's 2022 Operating Budget and 2023-2024 Financial Plan begins on **page 29**. Tables detailing the budget and financial plan are included are found on **pages 34-37**.

CAPITAL FUNDING

Funding sources for Metra's 2022 Capital Program are primarily from federal state of good repair and formula funds, with local sources providing additional funds, including state PAYGO, RTA funds, and Illinois Department of Commerce and Economic Opportunity funds. In the later years of the 2022-2026 Capital Program, Metra anticipates receiving RTA Bond funds and funding from the federal Congestion Mitigation and Air Quality (CMAQ) program. In total, between state, federal and local sources, Metra expects to receive \$1.5 billion over the next five years to address its infrastructure needs. A more detailed discussion of Metra's 2022-2026 capital program begins on **page 25**. Tables and project descriptions for Metra's 2022-2026 program are found on **pages 39-52** and show funding projected to be available from current sources.

RIDERSHIP FORECASTS

Ridership in 2021 was expected to steadily recover, with large increases after Independence Day and Labor Day. However, the anticipated large increases never materialized, and ridership recovered at a slow, steady incremental pace throughout the year. Weekday ridership increased 235% from the start of the year, rising from an average of 20,000 passenger trips each weekday to an average of 75,000 passenger trips in September, or approximately 27% of pre-covid ridership. As winter and the end of the year approaches, ridership is anticipated to level off and remain at approximately 25% of 2019 (pre-pandemic) levels.

The return-to-office transition continues to be the largest negative factor for ridership growth. Data suggests that most workers are continuing to work from home and those who are venturing to the office are on hybrid work schedules requiring traveling two to three days a week. This is reflected in Metra's passenger data. Tuesdays, Wednesday, and Thursdays are currently the busiest days, with Mondays and Fridays noticeably lighter. On the positive side, travel times on area roadways have been increasing regionwide, making Metra ever more competitive with driving.

Weekend ridership has been performing better than weekday ridership. Metra's Saturday and Sunday services are carrying 55% to 65% of the 2019 passenger levels. It is also evident that Metra is still the preferred travel option to the larger downtown events. With the return of Lollapalooza this summer, Metra saw its highest ridership days since the pandemic began. Metra provided 108,000 passenger trips on July 29 and 101,000 passenger trips on July 30.

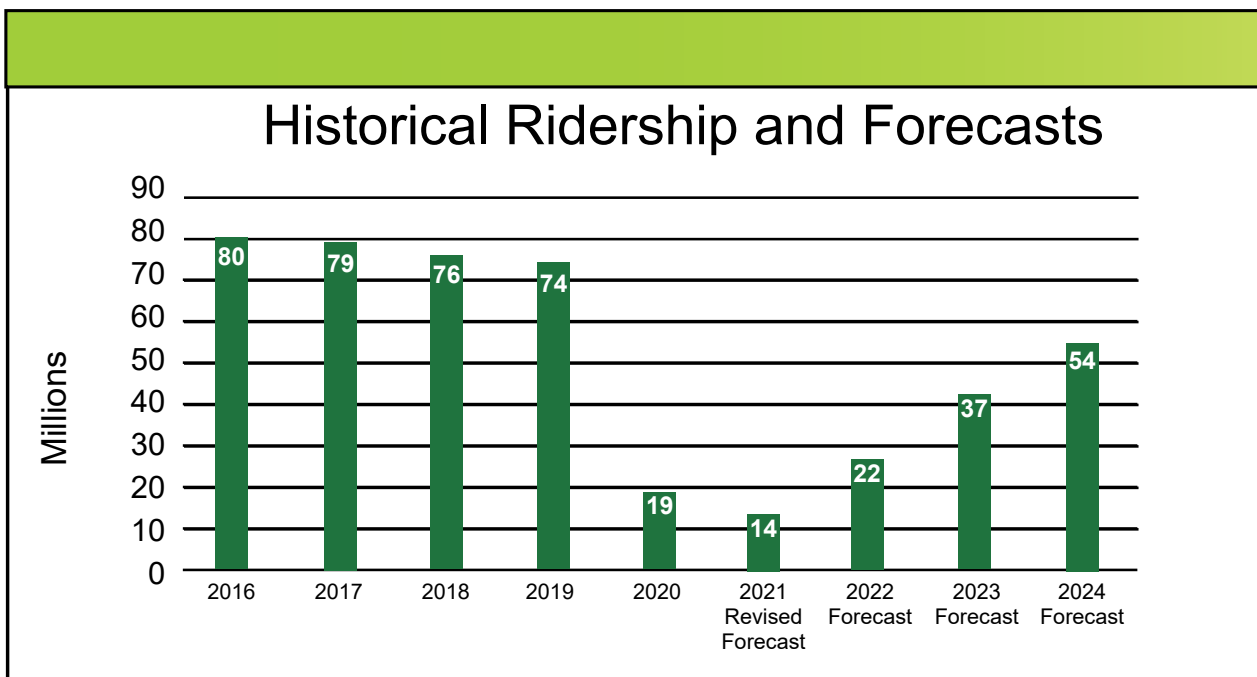
Since the start of the pandemic, Metra has been carefully tracking passenger volumes on each train to adjust services and the number of cars assigned to trains to accommodate the changes in ridership patterns. We now know the pandemic accelerated pre-COVID trends in telecommuting. However, despite many more people working from home, traffic congestion in the region has returned to pre-COVID levels. While many corporations and businesses have embraced work-from-home arrangements, many are also looking at strategies to bring their workforce back together and return to in-person work. Metra needs to be ready with services in place well in advance of those decisions. Metra continues to participate in open dialog with our regional, state, national and international partners as well as in discussions with downtown and suburban business groups. The current consensus from these discussions is that ridership will continue to slowly and incrementally recover with noteworthy increases most likely at the beginning and middle of each month. This trend is anticipated to continue over the next three years.

Total annual ridership in 2021 is forecasted to be 14 million passenger trips or about 20% of 2019. Given the uncertainties of when the return to in-person work will occur in 2022, Metra's ridership forecast continues the slow, steady growth experienced in 2021, reaching about 35% of pre-COVID levels by the end of 2022, 65% by the end of 2023, and 80% by the end of 2024. **Exhibit 3** shows annual ridership trends for the last five years and forecasts for the next five years. Additional information on ridership trends forecasts can be found on **pages 57 and 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 the general structure of zones and one-way fares, an assortment of ticket types are designed to allow flexibility in the use of Metra services; these are described in **Exhibit 4, page 12**.

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

FARE POLICY PRINCIPLES

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



FARE INITIATIVES

Metra's ridership patterns fluctuated dramatically due the COVID-19 pandemic. In response to these changes and to encourage ridership and provide further incentives for short trips, Metra will offer a new \$6 Day Pass, good for travel within any three fare zones as a pilot program. This shorter trip market would include travel within the city of Chicago and intermediate suburb-to-suburb travel.

The \$6 (good for any three zones) and \$10 (good for all zones) day passes will also provide area college students a flat fare for travel to school or work or other activities. In combination, the \$6 and \$10 Day Pass and the Saturday/Sunday Day Pass will replace the Round Trip Plus Ticket, introduced, last year, which found limited use and created some confusion as it is essentially the same product as a \$10 Day Pass.

In addition to the new Day Pass Pilot Program, the expiration date on the 10-Ride ticket will be reduced from one year to 90 days and the expiration dates on the One-Way Ticket from 90 days to 14 days. The change is slated to begin Feb. 1, 2022. Metra is currently exploring additional potential fare initiatives to meet the evolving needs of a post-COVID environment.

Tables showing fares by zone and ticket type for both full and reduced fares can be found on **pages 61 and 62**.

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	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
\$6- and \$10-Day Pass†	Seven days from date of purchase (app only) - nonrefundable	Unlimited for one service day

*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 Metra Electric and Rock Island line riders under the Fair Transit South Cook pilot project, subsidized by Cook County. Restrictions and more details on these reduced fare programs can be found at metra.com.

†\$10 Day Pass was introduced as a special promotion in June 2020 in response to the COVID pandemic; \$6 Day Pass will be added February 2022 as a one-year pilot program for trips of one to three zones; available only on the Ventra app.

SERVICE PLAN

Since implementing a 50% systemwide schedule reduction in March 2020 in response to the COVID-19 pandemic, Metra has increased service on all lines over the course of the last year and a half 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 consistent, frequent, and easy to understand. Service patterns will be more memorable and, where possible, include new express and reverse-commute services, and encourage transfers between services. Metra will use this period to review the pre-pandemic schedules, which in many cases have remained relatively unchanged from the schedules the agency inherited when it was formed in 1984, and find opportunities to better meet the changing travel needs of the region.

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

To recover as much ridership as possible, Metra plans to continue to ramp up its services and reimagine its schedules. Service needs to be put in place in advance of ridership growth so riders can begin to plan and know they can count on Metra for their changing travel needs. This will also maximize riders' ability to physically distance as they ease back into travel. Metra will continue to carefully monitor ridership demand and patterns and will continue to produce a weekly ridership dashboard that shows the level of ridership on each train. The goal of this tool is to help riders plan their travel according to their personal needs.

As of mid-September 2021, Metra was operating 82% of pre-COVID weekday service (566 trains vs. 692 trains).



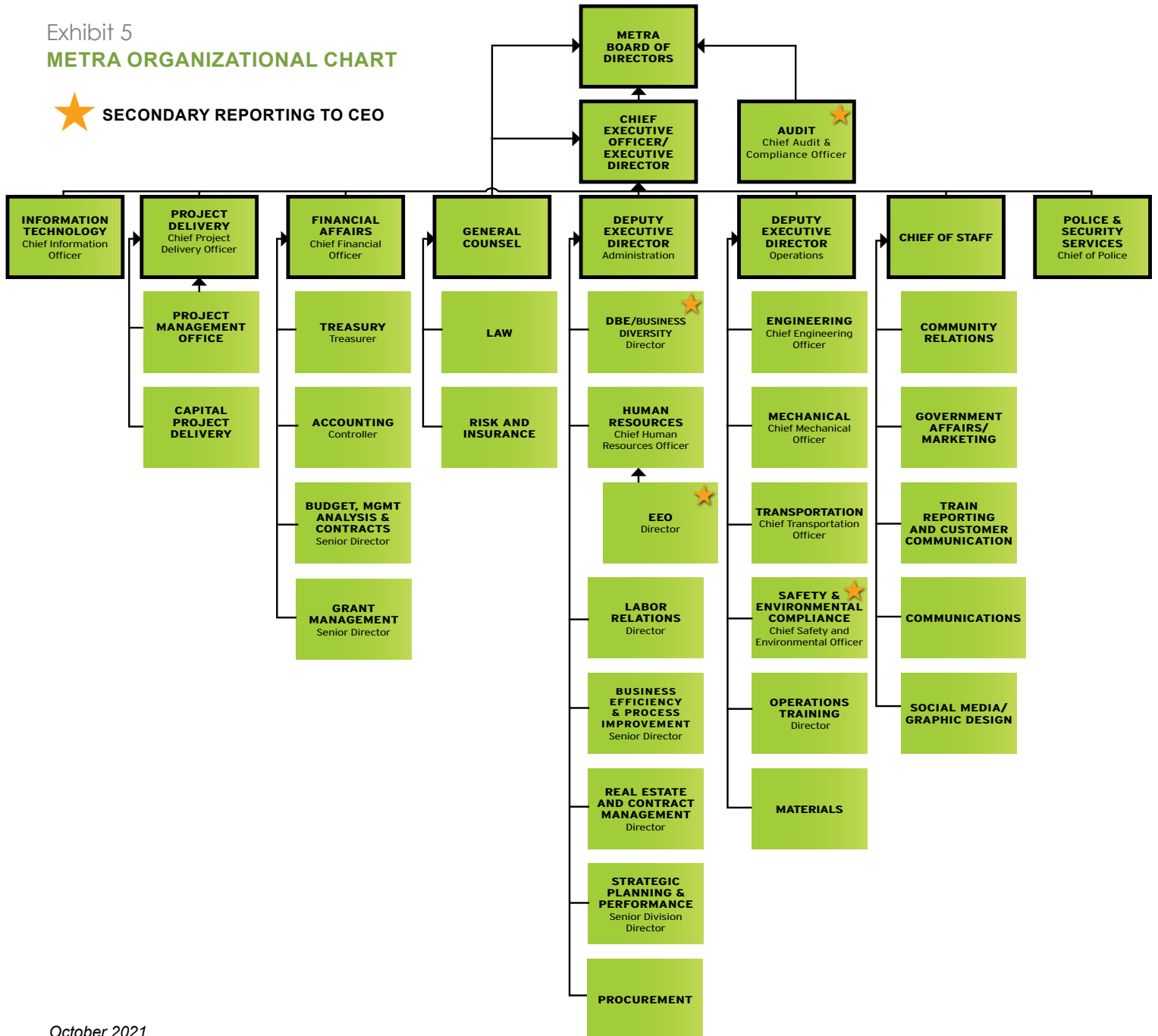


ORGANIZATION

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

Exhibit 5
METRA ORGANIZATIONAL CHART

★ SECONDARY REPORTING TO CEO



OPERATIONS

Metra's rail operations are overseen by the Deputy Executive Director, Operations, who provides executive direction and guidance to the chief officers of the Engineering, Mechanical, and Transportation departments as well as the Safety and Environmental Compliance, Operations Training and Materials 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 commuter service. The department's goal is to provide safe, clean, and reliable service while maintaining the fleet to the standards of the Federal Railroad Administration, Association of American Railroads, American Public Transportation Association, and the original equipment manufacturers.

TRANSPORTATION

Transportation is responsible for providing safe, efficient, and dependable transportation to commuters on all Metra-operated lines and the lines operated by freight railroads under purchase-of-service agreements. In addition to all employees directly involved in providing train service, the Transportation Department also oversees the Rules Department, Training and Certification, Dispatching Office, and 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 for employees in the Mechanical and Engineering departments. The department conducts and oversees training programs that enable employees to meet regulatory mandates and develop necessary job skills.

MATERIALS

The department operates Metra's storehouses and is responsible for maintaining and distributing supplies needed for operations as well as managing and maintaining Metra's nonrevenue vehicle fleet.

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 DBE/Business Diversity, Human Resources and EEO, Labor Relations, Business Efficiency and Process Improvement, Real Estate and Contract Management, Strategic Planning and Performance, and Procurement Operations.

DBE/BUSINESS DIVERSITY

The Office of Business Diversity is responsible for the administration of Disadvantaged Business Enterprise (DBE) and Title VI programs in accordance with the mandates and

regulations of the FTA and other federal, state, and local government statutes. The department ensures managers and staff understand the importance of diversity and nondiscrimination in the award and administration of Metra contracts, and that all individuals have access to Metra's transit services, regardless of race, color, gender, or national origin.

HUMAN RESOURCES

Metra's Human Resources Department's mission is to recruit and retain qualified employees in a diverse workforce; treat all employees fairly; facilitate training and professional development; 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.

LABOR RELATIONS

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

BUSINESS EFFICIENCY & PROCESS IMPROVEMENT

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

REAL ESTATE AND CONTRACT MANAGEMENT

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

STRATEGIC PLANNING & PERFORMANCE

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

PROCUREMENT

Procurement staff serve departments across the agency by soliciting and procuring goods and services required for operations and capital projects.

INFORMATION TECHNOLOGY

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

PROJECT DELIVERY

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

PROJECT MANAGEMENT

This department directs and manages Metra's \$90 million contract with the project management oversight (PMO) consultant. The consultant was engaged to help the agency expedite the delivery of the large number of capital projects made possible through Rebuild Illinois and tasked

with reviewing internal processes, suggesting efficiencies or alternative processes, and providing some design services and other expertise for project development and implementation.

CAPITAL PROJECT DELIVERY

This department oversees the design and construction of Metra capital projects and oversees the work of contractors implementing these projects. Capital projects overseen by this group include stations and parking as well as structural, electrical and mechanical design.

FINANCIAL AFFAIRS

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

TREASURY

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

ACCOUNTING

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

BUDGET, MANAGEMENT ANALYSIS AND CONTRACTS

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

GRANT MANAGEMENT

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

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

RISK & INSURANCE

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

CHIEF OF STAFF

The Chief of Staff assists the CEO in the day-to-day management of the agency's executive leadership team on a variety of initiatives and directly oversees the agency's Community Relations, Government Relations, Marketing, Customer Experience, Communications, and Social Media/Graphics 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**

The Government Affairs/Marketing Department provides strategic advice to the Metra Board, executive director and senior staff on issues relating to Metra's state and federal legislative agendas. The department also develops and implements Metra's state and federal legislative programs and communicates Metra's position on transportation policies and legislative issues. The department is also responsible for marketing promotions and business development.

**TRAIN REPORTING AND
CUSTOMER COMMUNICATION**

Train Reporting and Customer Communication is responsible for passenger services, ticket services, ticket agents and station staff. This also includes station inspections as well as projects that help ADA passengers navigate the Metra system. This department also operates the agency's GPS Center, monitoring train movements on Metra's 11 lines and providing real-time updates on train service.

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).

SOCIAL MEDIA/GRAPHIC DESIGN

Members of the department maintain the agency's social media channels and develop content for these channels. The department also responds to customer emails and provides print and design services for the agency's publications and graphic materials.

**POLICE &
SECURITY
SERVICES**

The Metra Police Department serves and protects commuters using the Metra system and Metra's property. The mission of the Metra Police is to safeguard the lives and property of the people they serve, to reduce the incidence and fear of crime, and enhance public safety. Metra Police work to expedite issues with the commuting public and handle vehicle accidents and trespasser incidents on 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 and Compliance Officer, who reports directly to Metra's Board of Directors and the CEO. The department is focused on operational, financial and compliance audits and the continuous review of money-handling at the highest levels of the agency. The department is committed to ensuring absolute transparency and proper conduct by all Metra employees.

OVERSIGHT

ILLINOIS INSPECTOR GENERAL

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

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

ADA

In compliance with the requirements of the Americans with Disabilities Act (ADA), most stations on Metra's 11 lines are fully accessible to customers with disabilities. Metra has modified railcars and made accessible most of its busiest stations to accommodate individuals with hearing, vision, and mobility disabilities. Metra currently has 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.

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.

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

CAB meets quarterly and provides counsel on how Metra's policies, programs and services impact their constituencies. A list of current CAB members is on **page 68**.



STRATEGIC PLAN UPDATE

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

PRIORITIZE SAFETY AND SECURITY AWARENESS

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

Related initiatives:

- As part of Metra's continued efforts to create a safe service that in which riders can have confidence, Metra's Board of Directors approved a contract in March 2021 to upgrade air filtration and purification on its railcars. This new system uses ultraviolet light, electrical fields, and stronger filters to remove 99% of all airborne particulates, bacteria, and viruses. The upgraded air filtration system is just one of the many ways Metra has responded to the COVID-19 pandemic, including implementing a new cleaning and sanitizing regimen on all railcars and Metra-maintained stations that places extra emphasis on disinfecting high-touch areas.
- As of Dec. 31, 2020, Metra has fully implemented the federally mandated Positive Train Control (PTC) safety system, the biggest safety initiative the railroad industry has ever undertaken. PTC is a GPS-based safety technology that slows or stops a train to enforce track speeds, prevent unauthorized entry into work zones, prevent train-to-train collisions, prevent over speed derailments, and prevent a train from moving through a switch that isn't properly aligned.
- Before the onset of the COVID-19 pandemic, Metra conducted nearly 60 Operation Lifesaver Safety Blitzes at train stations annually to raise awareness of the importance of safe behavior around trains and tracks. The pandemic has reduced these activities, but several events were held at Metra's downtown stations in 2021. Metra also conducts Operation Lifesaver rail safety presentations for schools and other organizations across the region. A greatly reduced number of these presentations were conducted virtually in 2021 due to schools moving to remote learning and limits on public gatherings.
- Metra deferred its Safety Poster and Essay Contest for the 2020-2021 school year due to the added burdens of remote learning during the pandemic. The contest is a key part of Metra's safety outreach to school-age children and was relaunched for the 2021-2022 school year as students returned to the classroom.
- As part of the Metra Police Department's continued effort to increase their visibility, the Metra Police Department significantly increased the frequency of station checks on the system in 2020 and continued this effort in 2021.

INVEST IN OUR WORKFORCE

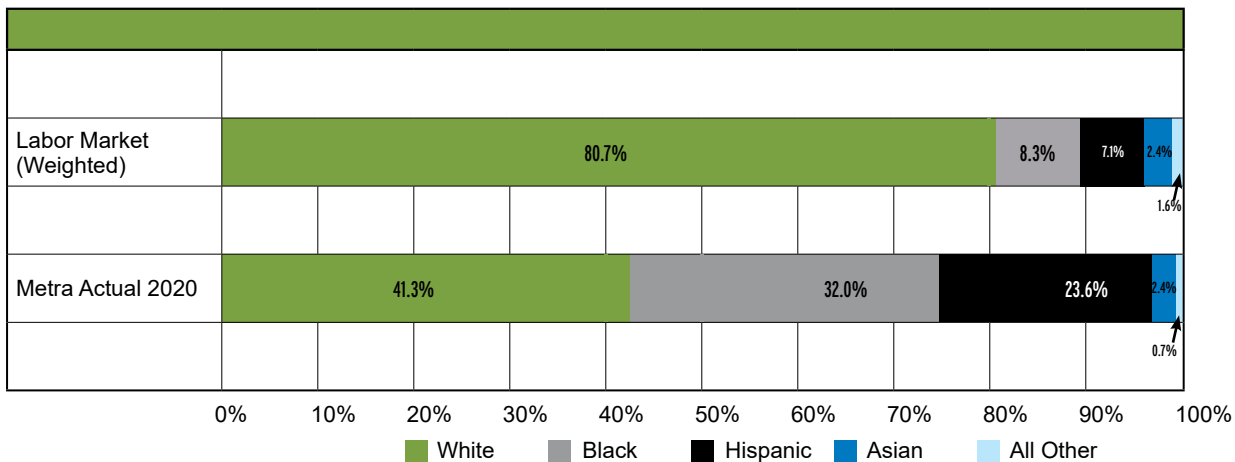
By 2023, 21% of Metra’s current workforce will be eligible for retirement. This represents a tremendous drain of human capital from the agency. Knowledge transfer between experienced and less experienced employees is key to our future success. Metra’s plans rely upon being able to recruit, develop, and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

Related initiatives:

- In May 2021, Metra launched an online recruitment campaign to hire 100 new employees for a variety of positions to ensure the agency was staffed adequately as riders continue to return. Metra created a video for each position as part of this recruitment effort featuring current job holders explaining their responsibilities.
- A railroad and its employees are subject to multiple federal regulations governing operations, maintenance, and safety. Meeting these requirements requires a constant cycle of training and continuing education for Metra employees. There are three departments within Metra whose primary focus is training:
 - Training and Certification, which focuses on conductors and locomotive engineers;
 - Operations Training, which focuses on Mechanical and Engineering employees; and
 - Workforce Education, which focuses on administrative and management employees.
- In addition, the Safety, EEO, and Rules departments have training responsibilities and facilitate multiple courses.
- In 2019, 1,002 non-contract employees participated in development programs. In 2020, many of the training programs were reduced due to the pandemic but have been restarted or, when possible, transitioned to virtual learning. In 2020, 335 non-contract employees completed training and 202 have completed courses in 2021. Additionally, 188 coach cleaners were trained in new and intensified cleaning procedures in response to COVID-19.
- The 2018 employee engagement survey looked to gain insight from Metra employees about the agency’s perceived strengths and weaknesses. (The participation rate exceeded 70 percent). Metra plans to launch a new survey, and senior leadership is working with Gallup, Inc on implementation. The new survey will assess progress from the previous survey results to establish:
 - Current levels of employee engagement.
 - Areas of the current culture that are successful.
 - Areas of the current culture that need improvement.
 - Manager-level action plans to address gaps in the first quarter 2022.
- Metra remains committed to recruiting and retaining a diverse workforce. As of the fourth quarter of 2020, Metra’s workforce is more diverse than the labor market as a whole as shown in **Exhibit 6**.

Exhibit 6

METRA WORKFORCE COMPOSITION 2020



Source: EEO Department

DELIVER QUALITY CUSTOMER SERVICE

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

Related initiatives:

- 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.
- In 2020, Metra invested \$28.3 million in its stations and public facilities and completed 60 station beautification projects.
- Metra uses IssueTrak to ensure that customers' comments are formally tracked, assessed, and responded to in a timely manner. Metra processed 8,150 emails and phone calls through IssueTrak in 2020. As of Oct. 4, 2021, Metra has processed 4,612 emails and phone calls through IssueTrak.
- Metra uses Twitter, Facebook, Instagram, YouTube, and LinkedIn to communicate and engage with its customers. The types of engagements range from line-specific service alerts to promotional materials about Metra, its employees and initiatives. Metra currently has 124,107 followers across all social media platforms. Across all platforms from Oct. 1, 2020 through Oct. 1, 2021, Metra logged 1,166,014 engagements with social media users, a 13.9% increase from the prior year.



23 OPERATING and CAPITAL PROGRAM and BUDGET

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, Metra has been falling behind on these investments for years due to inadequate funding. A legacy system, like Metra, 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 operate in a safe manner, the availability of federal, state, and local funding for transit capital projects has not kept pace with our needs.

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

- Metra's first Federal Transit Administration (FTA) mandated Transit Asset Management Plan (TAM) was adopted by the Metra Board in October 2018. The plan established a new investment prioritization framework to guide the allocation of capital funds. The FTA requires an update of Metra's TAM Plan by October 2022. To assist with the TAM update and related ongoing activities, Metra plans to acquire an Enterprise Asset Management system to maintain standardized, quality data for federal reporting, accounting, and business purposes.

Nearly two-thirds of Metra's 2022 Capital Program is dedicated to major state of good repair projects, including:

- Metra will invest \$40.8 million into the rehabilitation of rolling stock by Metra employees, at Metra railyards. The pace of in-house rehabs of Highliner cars used on the Metra Electric Line and bi-level cars used on the diesel lines will ramp up due to the increased capacity of the expanded 47th Street Yard. Metra will also continue its midlife overhauls of MP36 locomotives in-house.
- Bridges and retaining walls improvements totaling \$13.3 million are programmed for 2022 and focus on environmental and historical impact studies and preliminary engineering. A larger amount of capital funding is typically allocated to this asset category in the annual capital program; however, in 2021, hundreds of millions of Rebuild Illinois funds were programmed. Public outreach for the \$262 million Metra UP North Rebuild project, the next phase of bridge replacements on the UP-N, kicked off in September 2021.
- Track and crossing projects will see a change of business processes in an effort to increase the track mileage that Metra crews can renew in a single construction season. The new process should decrease the time spent mobilizing crews and equipment and increase the scope of track repairs. In 2022, Metra forces will first focus on rehabilitating significant stretches of the Milwaukee District West (MD-W) Line.
- Six major interlocking rehabilitation projects are funded in the 2022 program. Interlockings 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.
- Metra's 2022 capital program allocates \$60 million to reconstructing and improving stations. Twenty-eight 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 is due in large part to the influx of capital funds from Rebuild Illinois.



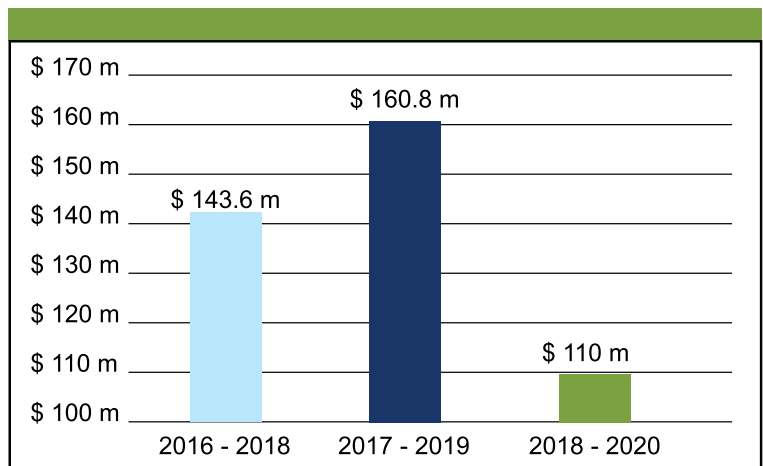
ENSURE FINANCIAL STABILITY

As a public agency, Metra is dependent upon funding sources that are unpredictable and often insufficient for its operating and capital costs. This business model is unsustainable, and 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, a three-year pilot that reduces the Metra fares on the Rock Island and Metra Electric lines up to 50%.
- In June 2020, Metra introduced a temporary \$10 Day Pass which is good for unlimited rides on one or multiple Metra lines. This fare product has become a popular choice for many riders. As part of the 2022 budget, Metra will be piloting a new \$6 Day Pass for travel within three fare zones. The new \$6 Day Pass is intended to encourage shorter, city-to-city and suburb-to-suburb travel options, as well as offer a discounted pass to the area college students.
- In 2016, Metra began to examine its existing fare structure to identify opportunities to attract riders as well as opportunities to simplify it. As part of this initiative, Metra began two test pilot programs in July 2018. The first pilot consolidated its outer zones (K through M) with Zone J, thereby capping fares for trips that exceed 45 miles. The second pilot program reassigned six stations to new zones to adjust perceived inconsistencies between nearby stations on different lines with similar distances to downtown. Based upon the results of both pilots, the changes were made permanent in 2019.
- Metra regularly pursues discretionary grant opportunities to provide funding for capital needs. Since 2018, Metra has been awarded \$110 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 2020.
- The following projects have been able to move forward due to grant funding
 - In September 2020, Metra and Amtrak broke ground on a project to rehabilitate the Homewood Station. The Chicago Metropolitan Agency for Planning’s Surface Transportation Program is funding the majority of Metra’s portion of the project.
 - On Sept. 30, 2021, Metra broke ground on the Bridge A-32 replacement project on the Milwaukee District North (MD-N) Line. Metra received a \$17 million grant from the Federal Railroad Administration for the reconstruction of the Bridge A-32. The reconstruction of the Grayland Station will coincide with this project.
- Metra continually reviews its practices for cost efficiencies. In 2020, Metra was able to achieve \$19 million in cost savings, including saving \$13.5 million by using in-house staff instead of a third party to rehab passenger cars and locomotives.
- The agency reviews all open positions filling them resulting in staff reductions in some areas. In 2018, Metra reorganized the way its track maintenance crews are deployed and achieved considerable cost savings through more efficient work practices. An industrial engineering firm was also hired to study the agency’s engineering practices with the goal of identifying process efficiencies. However, while technology has enabled Metra to reduce positions in some areas, new technologies such as PTC have resulted in additional costs and staffing needs.
- Technological improvements have led to efficiencies in costs and employee time. These include deploying an employee self-service portal for payroll; converting the internal check request process from paper to electronic; and converting operational manuals from paper to electronic. Technology has also enabled other efficiencies with customer conversion to the Ventra app for ticket purchases, allowing for the elimination of cash vending machines and the Ticket-by-Internet program.

Exhibit 7
VALUE OF DISCRETIONARY GRANTS 2016-2020*



*Three-year rolling average by year of award.

Source: Metra Strategic Planning and Performance

CAPITAL PROGRAM

Metra's 2022 Capital Program is funded in part by \$181.6 million in Federal Formula/State of Good Repair funds. State of Illinois funding sources that supplement Metra's capital program include \$73.8 million of State of Illinois PAYGO funds. The Regional Transportation Authority Innovation, Coordination & Enhancement (ICE) funds total \$5.5 million in 2022. Metra's 2022-2026 capital program tables and project descriptions are found on **pages 39-52**.

Approximately 65% of the 2022 Capital Program will fund large-scale projects including:

- Locomotive and car rehabilitation \$40.8 million
- Bridges and Structures \$13.3 million
- Track and Crossing Renewal \$32.9 million
- Interlockings \$24 million
- Stations and Parking \$59.4 million

ROLLING STOCK

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

In March 2019, the Metra Board of Directors approved a \$70.9 million contract to purchase 15 remanufactured locomotives to replace some of the oldest in the fleet. This year, the first of these locomotives was accepted into Metra's fleet, making it Metra's first locomotive to meet Environmental Protection Agency-rated Tier 3 emissions standards. The contract also includes options to buy up to 27 additional locomotives.

In January 2021, Metra's Board approved a contract of up to \$1.8 billion for 500 of the new multilevel cars from Alstom Transportation. Though safe and regularly maintained, nearly two of every five cars in our fleet are rated as marginal or poor condition using the FTA's benchmarks for useful life. The first new cars will retire bi-level gallery cars that have been used in northeast Illinois for nearly 70 years. Metra provided the initial payments on the \$787 million base order of 200 rail cars.

Metra's 2022-2026 capital program includes \$610.9 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. Metra has historically replaced 80,000 ties and 25 rail crossings annually but intends to initiate a new business process in 2022 to increase the length of track surfaces that can be repaired in a single construction season.

In September 2021, Metra announced the launch of the next major phase of bridge replacements planned for the Union Pacific-North (UP-N) Line. The \$262 million Metra UP North Rebuild project is funded with previously programmed Rebuild Illinois bond funds. The project will replace 11 bridges between Fullerton Avenue and Cornelia Street, each of which are each more than 120 years old. More than one and a half miles of retaining walls and embankment structures will also be replaced. Work will continue in 2022 on four bridge projects in the Auburn Gresham neighborhood of Chicago along the Rock Island Line.

Preparation for the replacement of several bridges across the system is also moving forward. The 2022 program funds the environmental analyses required by the National Environmental Policy Act (NEPA) for Bridge A-56 and A-110, both of which are along the Milwaukee District North (MD-N) Line. Previously programmed Illinois bond funds will fund construction of a new second mainline track siding over the North Branch of the Chicago River along the Milwaukee District North Line northwest of Rondout, allowing for additional train movements through the Fox Lake Subdivision.

Since 1980, 97 bridges on the Metra system have been replaced and dozens of bridge replacement projects are funded and underway across the system. Metra's 2022 bridge program focuses on environmental and historical impact studies and preliminary engineering to prepare for the next series of bridge replacements. The out-years of the five-year program include significant design engineering and rehabilitation funds to improve retaining walls across the system.

Metra's 2022-2026 capital program includes more than \$205.8 million for the bridges, track, and structures.

SIGNAL, ELECTRICAL & COMMUNICATIONS

Signal, electrical, and communications systems, such as the PTC system, are vital to safe railroad operations. Metra is responsible for maintaining approximately 2,000 wayside signals. The 2022-2026 Capital Program pivots investments towards replacing aging interlockings and provides funds for nine interlockings across the system. Construction will continue on the Morgan interlocking and the Chicago Union Station north and south interlockings on the Milwaukee District, the Western interlocking on the Rock Island Line, and the 11th Place interlocking on the Metra Electric Line. Design engineering also proceeds for the rehabilitation of multiple signals on the Milwaukee District West and North Lines.

The 2022-2026 program includes \$232.9 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 invest significantly 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 for an Enterprise Asset Management (EAM) system to improve the efficiency of issuing work orders, tracking the condition of assets, and for reporting purposes.

The 2022-2026 program includes \$138 million for facilities and equipment.

STATIONS & PARKING

Customer enhancements are a priority for Metra in the five-year program. After years of necessary investments towards new rail cars, locomotive improvements, and the PTC system, Metra is refocusing on capital improvements that are immediately visible to customers. The work includes a broad slate of station improvements, including design, engineering, parking lot repairs, accessibility improvements, platform reconstructions, full rehabilitations, and two new infill stations. The Rebuild Illinois program has vastly increased the capital funding that Metra can allocate toward station projects. Nearly three dozen station renovation or full rehabilitation projects are underway. In 2021, Metra issued a construction contract for the Auburn Park Station on the Rock Island Line and anticipates issuing a contract for the renovation of the 147th Street Station on the Metra Electric Line. Metra's systemwide signage program is advancing with new platform number signs installed across much of the system and additional wayfinding improvements planned across all 11 lines. Metra will continue work to upgrade stations, with emphasis on ADA accessibility features, including the replacement of elevators that have exceeded their useful lives, and adding warming shelters to all outlying stations.

The 2022-2026 program allocates \$211.2 million for station and parking improvements.

ICE-FUNDED PROJECTS

As part of our 2022 capital program, Metra has identified projects to be funded through the RTA's Innovation, Coordination and Enhancement (ICE) Program. The program provides funding assistance to enhance the coordination and integration of public transportation and to develop and implement innovations to improve the quality and delivery of public transportation.

For Metra in 2022, the ICE projects are:

- GPS/Train Tracking: \$4.0 million
- Transportation Division Software: \$1.0 million
- Downtown Station Signs: \$0.53 million

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

RTA's Analysis of Impacts of State Funding, published in June 2020, calculated the region's total replacement value of assets at \$61.7 billion. Metra assets account for more than 30% of the regional public transportation system's assets and were valued at \$18.9 billion. Metra staff are currently collaborating with the RTA, CTA, and Pace to update the Capital Optimization Support Tool (COST) tool and that work is expected to be completed in 2022. Upon updating the COST tool, the region's transit boards will be able to keep 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 are completed.

Current modeling conducted with the COST tool makes it apparent 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 as per the RTA's calculations and based on 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 in order 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. While not exhaustive, 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. In 2022, the prioritization criteria included the following, with each criterion assigned a score from highest (1) to lowest (5):

- Strategic Plan Alignment
 - Cost Effectiveness
 - Safety and Security
 - Customer Service
- Accessibility and Equity
 - Access to jobs
 - Improve ADA compliance/access
 - In Geographic Equity Areas
- Project Readiness
- Condition
- Mandate

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 then presented to the Metra Board, which releases it for public comment. The draft plan is also presented to Metra's Citizen Advisory Board and the County Boards of each of the six counties in Metra's service area for comment. The public can provide comments at each of these meetings, as well as at 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, Facebook page and press releases. Throughout the year, Metra staff hold town hall meetings around the region about projects or initiatives.

Metra also routinely engages with municipal stakeholders across the region on planning studies involving station area improvements or service enhancements. Those planning studies are often funded by RTA or CMAP and are selected through a competitive process that includes public involvement. Every year, staff also presents Metra's capital program to CMAP staff and information about it is posted on CMAP's website.

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



2022 BUDGET OVERVIEW

Metra's 2022 Operating Budget and 2023-2024 Financial Plan meet the RTA's revenue recovery ratio and balanced budget requirements, but only through the use of \$705 million of allocated federal relief funds during the three-year period. Metra's 2022 Operating Budget and 2023-2024 Financial Plan assumes that ridership will increase to 35% of 2019 levels by the end of 2022, 65% of 2019 levels by the end of 2023 and 80% of 2019 levels by the end of 2024. In 2022, service levels are planned to increase to pre-pandemic levels to increase convenience and encourage riders to return. The RTA projects operating funding available in 2022 to be 2% percent lower than 2021 but increasing by 2.5% each year for 2023 and 2024.

The budget and financial plan presented in this document is based upon the terms of contractual agreements and reasonable estimates from currently available information. Additional information about revenues and expenses is provided on the following pages and in **Exhibits 8-12, pages 34-37.**

For the period 2022 through 2024, expenses are estimated to increase in accordance with the terms of current contracts and agreements, or with projections of market indices, as applicable. Staff will continue to examine all aspects of Metra operations, including those of the contract carriers, for cost efficiencies. All parties are expected to cut or contain costs wherever possible.



PASSENGER REVENUE

Passenger revenue for 2022 is expected to be higher than the 2021 budget by \$33.6 million, or 44%. This increase reflects the budget assumption that ridership increases from a projected 25% of 2019 levels at the beginning of 2022 to 35% of 2019 levels by the end of 2022 – averaging 30% of 2019 levels throughout the year. For 2023 and 2024, Passenger Revenue is budgeted at 50% and 72.5%, respectively of 2019 levels, reflecting assumed increases in ridership from 35% to 65% of 2019 ridership levels in 2023 and from 65% to 80% of 2019 ridership levels in 2024. There is no fare increase budgeted for 2022.

REDUCED FARE SUBSIDY

Reduced fare reimbursement is budgeted to be \$1.6 million for 2022, flat with the 2021 budget. The reduced fare subsidy is budgeted to remain flat in both 2023 and 2024.

OTHER INCOME (Leases, etc.)

The 2022 budget for other operating income has been increased by \$2.5 million, or 7.7% from the 2021 budget, reflecting anticipated higher trackage income and more track and crossing project work performed on behalf of the state. Rental and advertising income levels are budgeted to remain at current reduced levels. Other Income is budgeted to increase \$2 million in 2023 and another \$3 million in 2024, due to increases primarily in lease revenues, advertising income, parking income and interest income reflecting improving COVID-related and economic conditions.

FEDERAL RELIEF FUNDING

To balance its 2022 budget, Metra will use available federal relief funding of \$294.8 million, that has been allocated to the agency. In 2023 and 2024, Metra will utilize \$238.6 million and \$171.4 million, respectively, of available and allocated federal relief funds to balance its budget.

TOTAL OPERATING EXPENSES

The 2022 operating budget projects an increase of \$100.0 million, or 12.5%, compared to the 2021 operating budget. The budgeted operating expense increase is largely due to restoring service levels to approximate pre-pandemic levels. In addition, inflationary and contractual cost increases are also contributing to the overall increase. Lastly, the budget includes headcount additions related to training new employees and complying with new mandated regulations for safety, security, and asset management. Note that the 2022 budget does not assume a transfer of UP PSA activities to Metra. Operating expenses are budgeted to increase \$30 million in 2023 and another \$30 million in 2024, reflecting a more normalized level of 3.3% annual increases.

OPERATIONS AND MAINTENANCE

The 2022 budget for operations and maintenance, which represents about 77% of Metra's operating costs, is projected to increase by \$76.5 million, or 12.5%, over the 2021 budget. Inflationary and contractual cost increases, along with the restoration of service to pre-pandemic levels, are primary drivers of the increase. This category is made up of the transportation, engineering, and 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, 847 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 commuter service.

Metra's operations and maintenance budget for 2023 is projected to increase by 3.3% over the 2022 budget and to grow by 3.2% over the 2023 plan by 2024, reflecting stabilization of inflation during this period.

ADMINISTRATION

The 2022 budget for administration, which represents about 14% of Metra's operating costs, is projected to increase by \$16.3 million or 15.1% compared to the 2021 budget. Additional headcount for safety and asset management activities, contractual and market wage and fringe increases, and general inflationary increases for materials and services, are primary drivers of the increase. For the plan years of 2023 and 2024, administration costs are projected to grow at approximately 3.3% annually from the 2022 level.



DIESEL FUEL

Diesel fuel for 2022 is budgeted at \$49.7 million, representing a \$3.4 million decrease from the 2021 budget, reflecting savings related to locking in a majority of projected 2022 fuel purchases at favorable rates. Fuel usage is budgeted to increase approximately 10% in the 2022, consistent with increased service levels. For 2023 and 2024, Metra's projected expense for diesel fuel is \$51.4 million and \$53.1 million, respectively, reflecting inflationary increases.

METRA ELECTRIC LINE ELECTRICITY

Metra Electric Line electricity for 2022 is budgeted at \$4.1 million, which is \$0.1 million or 1.8% higher than the 2021 budget. For 2023 and 2024, Metra's projected expense for Metra Electric Line electricity is \$4.3 million and \$4.4 million, respectively, reflecting inflationary increases.

CLAIMS AND INSURANCE

Claims and insurance expenses for 2022 are budgeted at a total of \$32.0 million, which is a \$10.7 million or a 49.9% increase from the 2021 budget. The budgeted increase in both claims expense and insurance expense reflects the expectation that increases, experienced by Metra during the last few years, will continue for 2022. For 2023 and 2024, expenses in this category are projected to increase by approximately 3% each year.

SUMMARY

Exhibit 10 on page 35, presents Metra's 2022 budget, while **Exhibit 11 on page 36** summarizes Metra's 2022 budget and its 2023-2024 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 2022 projected cash flow summary is included on **page 37** as **Exhibit 12**.





APPENDIX

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Exhibit 8

METRA OPERATING BUDGET COMPARISONS 2021 BUDGET AND 2022 BUDGET

(\$ in millions)

	2021 Budget	2022 Budget	Growth Amt.	%
Revenues				
Passenger Revenue	\$76.2	\$109.8	\$33.6	44.1%
Reduced Fare Subsidy	1.6	1.6	0.0	0.0%
Other Income (Leases, etc.)	32.5	35.0	2.5	7.7%
Federal Relief Funding - Revenue Replacement	281.0	294.8	13.8	4.9%
Total Revenues	\$391.3	\$441.2	\$49.9	12.8%
Operating Expenses				
Transportation	273.8	299.3	25.5	9.3%
Maintenance of Way	159.0	180.4	21.4	13.5%
Maintenance of Equipment	181.0	210.6	29.6	16.3%
Subtotal - Operations	613.8	690.3	76.5	12.5%
Administration	107.6	123.9	16.3	15.1%
Diesel Fuel	53.1	49.7	(3.4)	-6.4%
Metra Electric District Electricity	4.0	4.1	0.1	1.8%
Claims & Insurance	21.3	32.0	10.7	49.9%
Total Operating Expenses	\$800.0	\$900.0	\$100.0	12.5%
Total Funded Deficit	\$408.7	\$458.8	\$50.1	12.3%
Metra Sales Taxes	369.6	458.8	89.2	24.1%
Add: ICE Funding for Operations	0.0	0.0	0.0	0.0%
Federal Relief Funding - Sales Tax Replacement	39.1	0.0	(39.1)	-100.0%
Total Funds for Operating	408.7	458.8	50.1	12.3%
Capital Fare Funding	0.0	0.0	0.0	0.0%
Total Funds Available for Operating	\$408.7	\$458.8	\$50.1	12.3%
Excess / (Shortfall) of Funds	0.0	0.0	0.0	0.0%
Recovery Ratio	53.0%	52.7%		
Recovery Ratio Additions	\$1.4	\$1.0		
Recovery Ratio Exclusions	\$59.5	\$61.2		

Exhibit 9

CALCULATION OF 2022-2024 FAREBOX RECOVERY RATIOS

(\$ in millions)

Year	2022	2023	2024
System Generated Revenues	\$146.4	\$221.6	\$306.9
Federal Relief Funding	294.8	238.6	171.4
Additions to Recovery Ratio Revenues	1.0	1.0	1.0
Farebox Recovery Ratio Revenue	\$442.2	\$461.2	\$479.3
Total Operating Expenses	\$900.0	\$930.0	\$960.0
Exclusions from Recovery Ratio Expenses	(61.2)	(62.4)	(63.7)
Farebox Recovery Ratio Expenses	\$838.8	\$867.6	\$896.3
Revenue Recovery Ratio	52.7%	53.2%	53.5%

35 OPERATING and CAPITAL PROGRAM and BUDGET

Exhibit 10

2022 BUDGET BY CARRIER AND TYPE OF EXPENSE

(\$ in millions)

	NIRCRC	Union Pacific	BNSF Railway	Total Metra
Revenues				
Passenger Revenue	\$46.1	\$40.6	\$23.1	\$109.8
Reduced Fare Subsidy	0.7	0.6	0.3	1.6
Other Income (Leases, etc.)	35.0	0.0	0.0	35.0
Federal Relief Funding	294.8	0.0	0.0	294.8
Total Revenues	\$376.6	\$41.2	\$23.4	\$441.2
Operating Expenses				
Transportation	172.8	84.4	42.1	299.3
Maintenance of Way	115.1	59.2	6.1	180.4
Maintenance of Equipment	107.7	68.1	34.8	210.6
Subtotal - Operations	\$395.6	\$211.7	\$83.0	\$690.3
Administration	116.6	7.3	0.0	123.9
Diesel Fuel	19.8	21.0	8.9	49.7
Metra Electric District Electricity	4.1	0.0	0.0	4.1
Claims & Insurance	17.5	10.6	3.9	32.0
Total Operating Expenses	\$553.6	\$250.6	\$95.8	\$900.0
Total Funded Deficit	\$177.0	\$209.4	\$72.4	\$458.8
Metra Sales Taxes				458.8
Add: ICE Funding for Operations				0.0
Less: Capital Fare Funding				0.0
Total Funds Available for Operating				\$458.8
Excess / (Shortfall) of Funds				0.0
Revenue Recovery Ratio				52.7%
Recovery Ratio Additions				1.0
Recovery Ratio Exclusions				61.2

Exhibit 11

2022 BUDGET SUMMARY AND 2023-2024 FINANCIAL PLAN

(\$ in millions)

	2022 Budget	Growth	2023 Plan	Growth	2024 Plan
Revenues					
Passenger Revenue	\$109.8	66.7%	\$183.0	45.0%	\$265.3
Reduced Fare Subsidy	1.6	0.0%	1.6	0.0%	1.6
Other Income (Leases, etc.)	35.0	5.7%	37.0	8.1%	40.0
Federal Relief Funding - Revenue Replacement	294.8	-100.0%	238.6	0.0%	171.4
Total Revenues	\$441.2	4.3%	\$460.2	3.9%	\$478.3
Operating Expenses					
Transportation	299.3	3.3%	309.3	3.2%	319.3
Maintenance of Way	180.4	3.3%	186.4	3.2%	192.4
Maintenance of Equipment	210.6	3.3%	217.5	3.2%	224.5
Subtotal - Operations	\$690.3	3.3%	\$713.2	3.2%	\$736.2
Administration	123.9	3.3%	128.0	3.2%	132.1
Diesel Fuel	49.7	3.4%	51.4	3.3%	53.1
Metra Electric District Electricity	4.1	4.9%	4.3	2.3%	4.4
Claims & Insurance	32.0	3.4%	33.1	3.3%	34.2
Total Operating Expenses	\$900.0	3.3%	\$930.0	3.2%	\$960.0
Total Funded Deficit	\$458.8	2.4%	\$469.8	2.5%	\$481.7
Metra Sales Taxes	458.8	2.4%	469.8	2.5%	481.7
Add: ICE Funding for Operations	0.0	0.0%	0.0	0.0%	0.0
Funds Available for Operating	\$458.8	2.4%	\$469.8	2.5%	\$481.7
Capital Fare Funding	0.0	0.0%	0.0	0.0%	0.0
Total Funds Available for Operating	\$458.8	2.4%	\$469.8	2.5%	\$481.7
Excess / (Shortfall) of Funds	0.0	0.0%	0.0	0.0%	0.0
Recovery Ratio	52.7%		53.2%		53.5%
Recovery Ratio Additions	\$1.0	0.0%	\$1.0	0.0%	\$1.0
Recovery Ratio Exclusions	\$61.2	2.0%	\$62.4	2.0%	\$63.7

37 OPERATING and CAPITAL PROGRAM and BUDGET

Exhibit 12

METRA - 2022 PROJECTED CASHFLOW SUMMARY

(\$ in millions)

	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTAL
Beginning Balance	\$298.4	\$298.4	\$298.4	\$298.4	\$298.4	\$298.4	\$298.4	\$298.4	\$298.4	\$298.4	\$298.4	\$298.4	
Operating Revenue	9.9	9.8	10.6	11.0	12.4	12.5	14.9	13.0	12.8	13.7	12.9	12.9	146.4
Federal Relief Funding - Revenue Replacement	21.9	23.3	13.8	34.0	35.8	20.0	21.2	21.2	23.0	26.1	27.7	26.9	294.8
Capital Farebox Revenue	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Operating Revenue	31.8	33.1	24.4	45.0	48.2	32.5	36.1	34.2	35.8	39.8	40.6	39.8	441.2
RTA Sales Tax Month Paid	43.8	42.7	49.8	28.7	27.1	40.4	36.6	39.6	37.8	36.3	35.9	35.6	454.4
ICE (Per RTA Schedule)	0.4	0.4	0.5	0.4	0.4	0.5	0.5	0.5	0.5	0.5	0.5	0.4	5.5
RTA Sales Tax / State PTF	44.3	43.2	50.3	29.1	27.4	40.9	37.1	40.1	38.3	36.8	36.4	36.1	459.9
Other State Funds (Bond & PAYGO)	6.1	6.1	6.1	6.1	6.1	6.1	6.2	6.2	6.2	6.2	6.2	6.2	73.8
Federal Relief Funding - Sales Tax Replacement	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
Capital Grants:													
FTA	15.1	15.1	15.1	15.1	15.1	15.1	15.1	15.2	15.2	15.2	15.2	15.2	181.7
RTA	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CMAQ	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Subtotal	15.1	15.1	15.1	15.1	15.1	15.1	15.1	15.2	15.2	15.2	15.2	15.2	181.7
Total Cash Receipts	97.2	97.4	95.9	95.3	96.9	94.6	94.5	95.7	95.5	98.0	98.4	97.2	1,156.6
Operating Expenses	75.6	75.8	74.2	73.7	75.3	72.9	72.7	73.8	73.6	76.1	76.5	79.8	900.0
Total Operating Expenses	75.6	75.8	74.2	73.7	75.3	72.9	72.7	73.8	73.6	76.1	76.5	79.8	900.0
Capital Projects:													
FTA/RTA/IDOT	21.6	21.6	21.7	21.6	21.6	21.7	21.8	21.9	21.9	21.9	21.9	21.8	261.0
Metra	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Capital Projects	21.6	21.6	21.7	21.6	21.6	21.7	21.8	21.9	21.9	21.9	21.9	21.8	261.0
Total Cash Disbursements	97.2	97.4	95.9	95.3	96.9	94.6	94.5	95.7	95.5	98.0	98.4	101.6	1,161.0
Ending Balance	\$298.4	\$298.4	\$298.4	\$298.4	\$298.4	\$298.4	\$298.4	\$298.4	\$298.4	\$298.4	\$298.4	\$294.0	



39 OPERATING and CAPITAL PROGRAM and BUDGET

Exhibit 13 2022 CAPITAL PROGRAM

PE	Description	RR	Source	Amount	PE	Description	RR	Source	Amount		
Rolling Stock					Signal, Electrical & Communications						
5009	Car Rehab (Nippon Sharyo Highliners)	MED	f3	\$12,000,000	5647	Signal System Upgrades	MED	f3	\$900,000		
5204	Locomotive Rehabilitation 100-149,215,216	MET	f3	\$5,050,000	5648	Signal System Upgrades	MWD	f3	\$900,000		
5207	Car Rehab (Nippon Sharyo)	MET	ip	\$7,000,000	5649	Signal System Upgrades	RID	f0	\$900,000		
5207	Car Rehab (Nippon Sharyo)	MET	f0	\$1,700,000	5654	Facilities - Electrical-MED	MED	f3	\$400,000		
5207	Car Rehab (Nippon Sharyo)	MET	f3	\$1,700,000	5655	Facilities - Electrical-MWD	MWD	f3	\$500,000		
5010	Car And Locomotive Cameras	MET	f0	\$2,000,000	5656	Facilities - Electrical-RID	RID	f0	\$440,000		
5505	PTC - Renewal (Mechanical)	MET	f0	\$2,800,000	5457	CUS Interlockers	MET	f3	\$4,000,000		
5601	Traction Motors	MET	f3	\$1,800,000	4842	16th Street Interlocking	RID	f3	\$3,500,000		
5602	Locomotive and Car Improvements	MET	f0	\$2,000,000	4947	A-20 (Techny) Interlocking	MWD	f3	\$6,000,000		
5603	Wheel Replacement	MET	f3	\$4,000,000	5560	Milwaukee Signals North	MWD	ip	\$4,500,000		
5604	Zero-Emissions Locomotives	MET	f0	\$750,000	5361	Morgan Interlocking	MWD	f3	\$2,500,000		
Rolling Stock Subtotal				9 Projects	\$40,800,000	Signal, Electrical & Communications Subtotal				24 Projects	\$50,623,000
Bridges, Track & Structure					Facilities and Equipment						
5611	Ties, Ballast & Switch Heaters	BNS	f3	\$1,750,000	5672	Enterprise Asset Management System	MET	f0	\$2,750,000		
5614	Ties & Ballast	MWD	ip	\$10,075,000	5661	Yard Improvements	BNS	f3	\$1,500,000		
5616	Ties & Ballast	UPR	f0	\$6,200,000	5662	Yard Improvements	MED	f3	\$400,000		
5621	Undercutting & Surfacing	MED	f0	\$1,000,000	5663	Yard Improvements	MWD	f3	\$400,000		
5622	Undercutting & Surfacing	MWD	f0	\$750,000	5664	Yard Improvements	RID	f3	\$200,000		
5623	Undercutting & Surfacing	RID	f3	\$1,500,000	5665	Yard Improvements	UPR	f0	\$520,000		
5624	Undercutting & Surfacing	UPR	f3	\$750,000	5666	Systemwide Yard Improvements	MET	ip	\$6,000,000		
5625	Rail Renewal	BNS	f3	\$1,630,000	5668	Right of Way Equipment	MET	ip	\$9,000,000		
5626	Rail Renewal	MED	f3	\$1,200,000	5453	Central Warehousing	MET	f0	\$1,700,000		
5627	Rail Renewal	MWD	f0	\$2,000,000	5171	GPS/Train Tracking	MET	ri	\$4,000,000		
5628	Rail Renewal	RID	f0	\$1,000,000	5555	CCF - Generator & UPS	MET	ip	\$1,263,000		
5631	Crossings (Road & Track)	MED	f3	\$1,000,000	5555	CCF - Generator & UPS	MET	f3	\$447,000		
5632	Crossings (Road & Track)	MWD	f0	\$2,500,000	5669	Office Equipment	MET	f0	\$500,000		
5634	Crossings (Road & Track)	RID	f3	\$1,500,000	5671	Transportation Division Software	MET	ri	\$1,000,000		
5636	Bridges & Retaining Walls	BNS	f3	\$2,250,000	5673	IT Components & Services	MET	f0	\$750,000		
5637	Bridges & Retaining Walls	MED	f3	\$600,000	5574	TROI Net	MET	f0	\$3,000,000		
5638	Bridges & Retaining Walls	MWD	f0	\$700,000	Facilities & Equipment Subtotal				15 Projects	\$33,430,000	
5639	Bridges & Retaining Walls	RID	f3	\$200,000							
4337	Gresham Area Bridges	RID	f0	\$1,000,000							
4337	Gresham Area Bridges	RID	f3	\$1,000,000							
5441	Bridge A110/56	MWD	f3	\$495,000							
5442	Bridge A-318	MWD	f3	\$2,000,000							
5444	Catenary Structure Rehabilitation	MED	f0	\$1,100,000							
5445	CREATE EW-2 Bridge Lift	RID	ip	\$1,000,000							
5641	Bridge 86 - 78th St Entrance	RID	ip	\$3,000,000							
Bridges, Track & Structure Subtotal				24 Projects	\$46,200,000						

PE	Description	RR	Source	Amount
Stations and Parking				
5680	Platform Improvements	MET	f3	\$4,500,000
5681	Systemwide Station Improvements	MET	f3	\$800,000
5682	Station ADA Improvements	MET	f3	\$3,300,000
5683	Parking Lot Improvements	MET	f3	\$500,000
5684	Western Ave Station	BNS	f3	\$300,000
5685	La Grange Road Station	BNS	f3	\$1,710,000
5485	Westmont Station	BNS	f3	\$1,000,000
5567	Millennium Station-MEP Upgrades	MED	f3	\$800,000
5182	79th Street Station Chatham	MED	ip	\$8,000,000
5185	103rd Street Station Rosemoor	MED	ip	\$3,000,000
5180	147th St Sibley Blvd Station	MED	ip	\$9,400,000
4983	Homewood Station	MED	f3	\$2,100,000
5686	Round Lake Station	MWD	f3	\$750,000
4484	Auburn Park Station	RID	ip	\$4,300,000
5687	107th St (Beverly Hills) Station	RID	f3	\$1,000,000
5484	115th St Station	RID	f0	\$870,000
4486	Peterson Ridge Station	UPR	f0	\$200,000
5688	Rogers Park Station	UPR	f3	\$1,000,000
5689	Kenilworth Station	UPR	f3	\$1,200,000
5676	Arlington Park Station-Parking	UPR	ip	\$6,237,000
4878	West Chicago Station	UPR	f3	\$300,000
5384	Elmhurst Station	UPR	ip	\$1,000,000
5690	Kedzie Station-Retaining Wall	UPR	f3	\$250,000
4488	River Forest Station	UPR	f3	\$900,000
5475	Systemwide Station Signs	MET	f0	\$1,500,000
5478	Elevator Replacement	MET	f0	\$1,450,000
5479	Shelters	MET	f0	\$2,500,000
5677	Downtown Station Signs	MET	ri	\$530,000
Stations and Parking Subtotal		28 Projects		\$59,397,000

PE	Description	RR	Source	Amount
Support Activities				
5195	Transit Asset Management	MET	f0	\$500,000
5488	Project Development	MET	f0	\$425,000
5489	Program Management	MET	f0	\$25,000,000
5694	Infrastructure Engineering	MET	f0	\$1,250,000
5694	Infrastructure Engineering	MET	f3	\$1,250,000
5698	Project Administration	MET	f0	\$450,000
5698	Project Administration	MET	f3	\$450,000
5699	Contingencies	MET	f0	\$520,487
5699	Contingencies	MET	f3	\$659,332
Support Activities Subtotal			6 Projects	\$30,504,819
Grand Totals For Uses				\$260,954,819
Federal Formula (5307)				
			f3	\$86,008,487
Federal State of Good Repair (5337)				
			f0	\$95,641,332
Subtotal Federal Formula				f \$181,649,819
State of Illinois Paygo Funds				
			ip	\$73,775,000
RTA Innovation, Coordination & Enhancement (RTA ICE)				
			ri	\$5,530,000
GRAND TOTAL			106 projects	\$260,954,819

Exhibit 14

METRA CAPITAL PROGRAM SOURCES 2022-2026

(\$ in thousands)

Capital Funding Source	2022	2023	2024	2025	2026	Total
FTA Federal Formula						
5307 Urbanized Area Formula	\$86,008	\$87,299	\$88,608	\$83,233	\$84,482	\$429,630
5337 State of Good Repair Formula	\$95,641	\$97,076	\$98,532	\$100,010	\$101,510	\$492,770
Subtotal FTA Federal Formula	\$181,650	\$184,375	\$187,140	\$183,243	\$185,992	\$922,400
Federal-Flexible/Discretionary						
CMAQ	\$0	\$28,800	\$0	\$29,024	\$0	\$57,824
Subtotal Federal-Flexible/Discretionary	\$0	\$28,800	\$0	\$29,024	\$0	\$57,824
State and Local Funds						
State PAYGO Funds	\$73,775	\$73,775	\$73,775	\$74,456	\$74,456	\$370,237
Subtotal State and Local Funds	\$73,775	\$73,775	\$73,775	\$74,456	\$74,456	\$370,237
RTA Funds						
RTA Bonds	\$0	\$130,000	\$0	\$0	\$0	\$130,000
RTA ICE	\$5,530	\$5,665	\$5,829	\$0	\$0	\$17,024
Subtotal RTA Funds	\$5,530	\$135,665	\$5,829	\$0	\$0	\$17,024
GRAND TOTAL	\$260,955	\$422,615	\$266,744	\$286,723	\$260,448	\$1,497,485

*May not total due to rounding

2022 CAPITAL PROGRAM PROJECT DESCRIPTIONS

ROLLING STOCK

PE 5009 CAR REHAB (NIPPON SHARYO HIGHLINERS), MET

This project funds the continued rehabilitation of self-propelled electric cars used on the Metra Electric Line. This is the first rehabilitation of the cars, which were delivered between 2005 and 2007. The project may include repair of the car body structure and interior components, and overhaul of propulsion control systems. (\$12,000,000)

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

This project is a continuation of Metra's locomotive rehabilitation program and includes life-extending rebuilds of F40 locomotives and the mid-life overhauls of MP36 locomotives. A locomotive rehabilitation is less expensive than a purchase, saving approximately \$5 million per vehicle. The project may include the complete rebuild of the diesel engine, the overhaul of the head-end power alternator and gearboxes, painting, and body repair. (\$5,050,000)

PE 5207 CAR REHAB (NIPPON SHARYO), MET

This project involves the mid-life rehabilitation of bi-level trailer and cab cars built by Nippon Sharyo Corporation and delivered between 2002 and 2008. This is the first major rehabilitation of these commuter cars and will be performed in multiple phases. (\$10,400,000)

PE 5010 CAR AND LOCOMOTIVE CAMERAS, MET

This project involves the purchase of a new digital video recording (DVR) system to replace the

12-year-old, obsolete system currently in use on Metra's rolling stock. The new system includes inward-facing cameras and outward-facing, dual-lens cameras and will allow for video recording of railroad signal aspects and incidents. (\$2,000,000)

PE 5505 PTC RENEWAL (MECHANICAL), MET

This project will fund the second phase of Positive Train Control (PTC), updating onboard equipment including parts that communicate with the trackside PTC equipment. (\$2,800,000)

PE 5601 TRACTION MOTORS, MET

This project funds the overhaul of locomotive traction motors and traction alternators, which is necessary to return these motors to an acceptable level of performance. It also involves the overhaul of auxiliary generators and head-end-power (HEP) alternators. The overhauled equipment will be used on Metra locomotives. (\$1,800,000)

LINE ABBREVIATIONS

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

PE 5602 CAR AND LOCOMOTIVE IMPROVEMENTS, MET

This project makes improvements to diesel and electric rolling stock during ongoing maintenance and/or major overhauls. Improvements under this project may include digital recording devices, LED light conversions, and hardware to support Metra's new onboard GPS tracking and communications system known as ACORN. The improvements may also address federal or state mandates. (\$2,000,000)

PE 5603 WHEEL REPLACEMENT, MET

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

PE 5604 ZERO-EMISSIONS LOCOMOTIVES, MET

Metra's investment in innovative, cleaner energy locomotives will be funded in part through this project. Funds programmed in

2022 will finance engineering and design services to prepare yard facilities to accommodate zero emissions technology. This is a multiyear, multiphase project to acquire state-of-the-art zero emissions technologies and pilot their performance capabilities on the Metra system. Metra estimates that replacing one old diesel locomotive with a zero-emission locomotive will reduce nitrogen oxides (NOx) emissions by more than 30 tons per year, significantly reducing the agency's greenhouse gas footprint and greatly improving the region's air quality. (\$750,000)

BRIDGES, TRACK & STRUCTURE

PE 5611 TIES, BALLAST & SWITCH HEATERS, BNS

This project funds the replacement of ties, cleaning or replacement of ballast, and replacement of switch components and heaters along the Metra BNSF Line to Aurora. Periodic replacement of ties and ballast is necessary to maintain proper track gauge and surface conditions, which makes for a smoother ride and reduces the incidence of slow orders that impact on-time performance. (\$1,750,000)

PE 5614 TIES & BALLAST, MWD

Metra's track renewal crew will rehabilitate dozens of miles of track along the Milwaukee District West (MD-W) Line in 2022, making it the most comprehensive investment in track conditions along the line since Metra acquired it in 1987. Metra forces will replace ties, clean or replace ballast, and replace switch components to provide smoother, faster, and safer track conditions. Metra

partners with Canadian Pacific Railway to fund improvements to sections of the line used by freight carriers as freight trains degrade track conditions more rapidly than commuter trains. (\$10,075,000)

PE 5616 TIES & BALLAST, UPR

Metra's Union Pacific North Line will undergo significant rehabilitation in 2022 with Union Pacific (UP) crews replacing ties, cleaning or replacing ballast, and replacing switch components. The project will improve the riding quality of the trains and reduce the incidence of slow orders, which can impact on-time performance. Metra funds improvements along the UP lines and yard facilities used in commuter service. (\$6,200,000)

PE 5621 UNDERCUTTING & SURFACING, MED

PE 5622 UNDERCUTTING & SURFACING, MWD

PE 5623 UNDERCUTTING & SURFACING, RID

PE 5624 UNDERCUTTING & SURFACING, UPR

Track undercutting provides for the removal of all fouled track ballast, which is then cleaned and returned to the track bed. When the ballast is fouled, its load-spreading capability is lost. Undercutting is necessary when the ballast along a section of track has become so contaminated that normal ballasting and surfacing will no longer hold a proper track surface. The results of undercutting are a smooth, well-aligned track surface, extended tie and ballast life, and reduced ongoing maintenance expense. (\$4,000,000)

PE 5625 RAIL RENEWAL, BNS PE 5626 RAIL RENEWAL, MED PE 5627 RAIL RENEWAL, MWD PE 5628 RAIL RENEWAL, RID

Rail conditions are integral to maintaining safe operations and track speeds and on-time performance. These projects fund the refurbishment or replacement of rail and switches. Project activities may include the renewal of switch points at various locations, the replacement of switch machines, AC heaters, the replacement of turnouts, and correcting minor defects with field welding. The high density of freight and commuter traffic on the Metra system requires close monitoring and periodic replacement of switches, switch machines, and sections of rail. (\$5,830,000)

PE 5631 CROSSINGS (ROAD & TRACK), MED

PE 5632 CROSSINGS (ROAD & TRACK), MWD

PE 5634 CROSSINGS (ROAD & TRACK), RID

These projects provide for the renewal of rail highway grade crossings at various locations on Metra owned and operated lines. The specific crossings to be renewed will be based on the stage of deterioration at each crossing. The work will include replacement of cross ties, crossing material, and ballast, as well as the surfacing of the track. (\$5,000,000)

PE 5636 BRIDGES & RETAINING WALLS, BNS

PE 5637 BRIDGES & RETAINING WALLS, MED

PE 5638 BRIDGES & RETAINING WALLS, MWD

PE 5639 BRIDGES & RETAINING WALLS, RID

These projects provide for improvement of bridges and the rehabilitation of retaining walls

at various locations and specific improvements will be determined based upon field condition surveys. Project funds proactively address deterioration that can result in the destabilization of the roadbed, track shifting, and slow orders. Bridge improvements may include the rehabilitation of wing walls and cracked bearing blocks, renewing bridge seats on abutments, and applying protective coating. Project funds may also be used for engineering design services, installation of outer-track fencing, the addition of concrete panels or bin walls, or reconstruction of retaining wall sections with steel sheet piling as needed. (\$3,750,000)

PE 4337 GRESHAM AREA BRIDGES, RID

This project funds the remainder of construction costs to replace two bridges on the Rock Island Line in the Auburn Gresham neighborhood of Chicago. The Vincennes Bridge at milepost 9.75 on the mainline is a concrete structure built in 1916. The Morgan Bridge at milepost 10.15 on the Beverly Branch is a timber structure erected in 1973 by the now-defunct Rock Island Railroad with the intention of being a temporary solution. Both bridges, named after the Chicago streets over which they cross, carry two mainline tracks and will be replaced with concrete bridges. (\$2,000,000)

PE 5441 BRIDGE A110/56, MWD

This project funds design, engineering services and environmental analysis for the replacement of bridges A110 and A56 on Metra's Milwaukee District North Line. Both bridges were constructed in 1909 and span the North Branch Chicago River. Bridge A110 is in Northbrook at milepost 21.3, Bridge A56 is at milepost 10.85 in Chicago just

south of the Edgebrook station. This is a multiyear, multiphase project with construction funds to be provided in later years. (\$495,000)

PE 5442 BRIDGE A318, MWD

This project funds design and construction of a replacement bridge that will increase the capacity of trains and service on the Milwaukee District North Line. The new Bridge A318 will add a second-track siding over the North Branch Chicago River in Rondout at milepost 32.4. A second-track siding will allow for additional train movements through the line's Fox Lake Subdivision, which runs northwest of Rondout and includes seven stations. This is a multiyear project that works in concert with the separate projects to improve the Rondout interlocking, the Rondout CP Tri-State track, and the Lake Forest crossovers. (\$2,000,000)

PE 5444 CATENARY STRUCTURE REHABILITATION, MED

This project involves the ongoing rehabilitation of various catenary structures on all three branches of the Metra Electric Line. 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 5445 CREATE EW-2 BRIDGE LIFT, RID

This project involves lifting a bridge between 78th and 79th streets in Chicago on Metra's Rock Island Line and is a necessary component of the new

Auburn Park Station project. The bridge carrying the Rock Island tracks spans three sets of railroad tracks owned by The Belt Railway of Chicago and Norfolk Southern at milepost 8.7. (\$1,000,000)

PE 5641 BRIDGE 86 – 78TH ST ENTRANCE, RID

Engineering design, construction, and related services for the replacement of Bridge 86 on the Rock Island Line will be funded by this project, which is a necessary component of the new Auburn Park Station project. Bridge 86 dates to 1916 and spans 78th Street at milepost 8.62 in the Auburn Gresham neighborhood of Chicago. Contemporary construction methods will allow two-track service to be maintained during the bridge replacement. The new abutment wall at the south end of the bridge will include ground-floor space for a leasable storefront, a new staircase, and an elevator. The elevator and stairs will provide an accessible pathway from 79th Street to the new Auburn Park Station's boarding platforms and headhouse. (\$3,000,000)

SIGNAL, ELECTRICAL & COMMUNICATIONS

PE 5647 SIGNAL SYSTEM UPGRADES, MED

PE 5648 SIGNAL SYSTEM UPGRADES, MWD

PE 5649 SIGNAL SYSTEM UPGRADES, RID

These projects will replace various signal infrastructure components such as junction boxes, electrical cabinets, wiring, and LED lights on an as-needed basis. Locations and scope of work will be determined upon routine inspection or failure. (\$2,700,000)

PE 5654 FACILITIES – ELECTRICAL, MED
PE 5655 FACILITIES – ELECTRICAL, MWD
PE 5656 FACILITIES – ELECTRICAL, RID

These projects will provide design and construction funds for electrical engineering projects in Metra owned and operated yards. Project activities may include but are not limited to, overhead piping, fuel line replacement, cable reels, and shore power work. (\$1,340,000)

PE 5457 CUS INTERLOCKINGS, MET

This project involves the modernization and upgrade of 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, and replacement of switches and components. Amtrak contributes funds towards a portion of the project work. (\$4,000,000)

PE 4842 16TH STREET INTERLOCKING, RID

This project will replace the 16th Street interlocking with a modern solid-state automated electronic system at a junction with tracks owned by Canadian National near 16th Street in Chicago. The 16th Street interlocking plant currently consists of an obsolete manual interlocking with two outdated hand-lever machines built in 1901 and 1929. There are no manufacturers of spare or replacement equipment for these machines. (\$3,500,000)

PE 4947 A-20 (TECHNY) 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 roads), modernizing signals, and improving track between the Morton Grove and Deerfield stations. Work may include adding rail, switches, signals, and crossovers as well as renewal of track and signal circuits and cables. (\$6,000,000)

PE 5560 MILWAUKEE SIGNALS – NORTH, MWD

This project will improve signals from Rondout to Deerfield on the Milwaukee District North Line. The project will include 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 5361 MORGAN 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. The Morgan Street interlocking and crossings were originally installed in the early 1960s. The signal system has also been affected by the extreme weather conditions common to the Chicago region, and it has become difficult in recent years to get parts to keep the system operational. (\$2,500,000)

PE 5362 WESTERN INTERLOCKING, RID

This project will provide construction funds for the replacement of the Western Avenue interlocking at Vermont and Grove streets in Blue Island on the Rock Island Line. The signal system infrastructure

was originally installed in the early 1960s and is obsolete. (\$3,000,000)

PE 5557 MED IMPROVEMENT PROJECT, MED

This project consists of the upgrade of the Metra Electric Line track and structure in conjunction with increased service planned for the Northern Indiana Commuter Railroad District (NICTD) through the federally funded New Start project for its 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 expended for this project will be fully reimbursed as required by Metra's fixed facility agreement with NICTD. Funds programmed in 2022 will finance improvements to the 11th Place interlocking in downtown Chicago. Work will be completed by Metra forces. (\$500,000)

PE 5447 MWD HOLDING SIGNAL (50/50), MWD

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

PE 5388 SMART GATES, RID

This project will pilot and test a set of "smart gates" to be installed at highway-rail grade crossings along the Rock Island Line in Blue Island. The smart gates project will apply innovative technologies that use cameras, sensors, and artificial intelligence to constantly monitor crossing gate and signal performance as well as guideway intrusions. When a monitor detects an anomaly, the system will send

notice to the back office and dispatch a signal maintainer to perform repairs. The project is intended to eventually go systemwide. (\$3,000,000)

PE 5651 PTC RENEWAL (ENGINEERING), MET

This project will fund the second phase of Positive Train Control (PTC) and provide for purchase, installation, and training of a modern, streamlined back-office system to replace the current system before the end of its useful life. This new system will have an advanced user interface that will provide operational self-checks and enable safer operations. (\$5,000,000)

PE 5652 CTC OVER ITCM, MET

Metra's existing Consolidated Train Control (CTC) system relies on outdated communications infrastructure that must be upgraded. Currently, these communications use the ATCS radio network, which is being decommissioned within the next 3-5 years, and backup communication modes rely on aging copper circuits, which are costly and unreliable. Converting to CTC over Interoperable Train Control Messaging (ITCM) will leverage the existing PTC communications infrastructure to transport messaging for controls and indications to and from the field and will increase reliability and decrease costs. (\$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. (\$1,382,000)

PE 4746 IMPEDANCE BONDS, MED

This project involves replacing impedance bonds that are damaged, defective, or worn. The impedance bonds are a fundamental part of the track circuit controlling the current path, thus limiting power losses and assuring proper function of the protective relays. (\$800,000)

PE 5556 CONSTANT TENSION CATENARY SYSTEM, MED

This project will fund an engineering study of constant tension technology for the potential application to the Metra Electric Line. The line's catenary system is currently undergoing extensive rehabilitation. Constant tension technology may be added to the catenary rehabilitation project scope pending the results of this study. (\$436,000)

PE 5559 SYSTEMWIDE CAMERAS, MET

This multiyear, phase-funded project will fund the installation up to 600 cameras per year throughout the Metra system and follows the completion of a project to install fiber optic along the Rock Island and SouthWest Service lines. The project goal is to install up to 1,300 cameras, associated wiring and masts covering all grade crossings as well as the 23 existing depots along the two rail lines. (\$400,000)

PE 5657 NETWORKING EQUIPMENT, MET

This project will acquire new telecommunications network equipment to replace aging and obsolete equipment. Improvements include replacing routing equipment used for data storage, purchasing servers for circuits to be used on the Union Pacific Lines, replacing camera

firewall routers, and installing new telecommunications switches. This project supports planned improvements to the video storage system, the ACORN train-tracking and onboard communications project, and the fiber optic network along the Rock Island and SouthWest Service lines. (\$2,000,000)

PE 5658 COMMUNICATION SYSTEMS IMPROVEMENTS, MET

Under this project, Metra's aging communications systems will be updated, improved, or replaced with more reliable and state-of-the-art solutions. This may include the improvement or replacement of Metra's current radio systems, phone systems, and data-transfer systems. Project activities may reduce long-term operating, audit, monitoring, and repair costs while improving the reliability. (\$2,565,000)

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. The PIDs provide riders with crucial information is such as arrival times, track numbers of arrivals and departures, equipment failures, and delays. This is a multiyear, phase-funded project that may include installing equipment and components, purchasing new hardware for emergency repairs, and replacing the current system. A new PIDs system will be designed to comply with the Americans with Disabilities Act (ADA) and is essential to accommodate passengers with hearing impairments. (\$1,500,000)

FACILITIES & EQUIPMENT**PE 5672 ENTERPRISE ASSET MANAGEMENT SYSTEM, MET**

This project funds the acquisition of an Enterprise Asset Management (EAM) system. Consultant services will be used for tasks that may include creating databases and detailed business standards to maintain data as well as facilitating training sessions for Metra staff. The new EAM is integral to implementing Metra's Transit Asset Management Plan and to maintain standardized, quality data used for federal reporting, accounting, and business purposes. (\$2,750,000)

PE 5661 YARD IMPROVEMENTS, BNS**PE 5662 YARD IMPROVEMENTS, MED****PE 5663 YARD IMPROVEMENTS, MWD****PE 5664 YARD IMPROVEMENTS, RID****PE 5665 YARD IMPROVEMENTS, UPR**

This project will provide design and construction funds for annual yard improvements and capital maintenance. Improvements may include repairing ties and track, improving crosswalks and yard platforms, upgrading switch machines, switch heaters, cable reels, shore power, and fencing at rail yards across the Metra system. (\$3,020,000)

PE 5666 SYSTEMWIDE YARD IMPROVEMENTS, MET

This project will provide design and construction funds for large-scale rail yard improvement projects across Metra. Sub-projects may include the improvement or replacement of machines and equipment, upgrades to buildings and crew facilities, and the construction of new equipment and systems.

Project activities may include upgrades to HVAC, mechanical, electrical, and plumbing systems, securing hazardous and flammable materials, improving fire suppression systems, renewing track, crosswalks, and yard platforms, and replacing switch machines and components. This project will allow more flexibility to implement high-priority yard improvements between districts that are integral to the continuation of Metra's safe and reliable operations. (\$6,000,000)

PE 5668 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 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, and brush cutters. The equipment is operated and maintained by Metra's crews and is used to maintain the track bed and various facilities to ensure safe and reliable operations. (\$9,000,000)

PE 5453 CENTRAL WAREHOUSING, MET

Metra has purchased an existing warehouse facility with the goal of developing a centralized warehouse for materials. The central warehouse will combine four overcrowded existing buildings and create efficiencies by allowing Metra to purchase in larger quantities and lower freight delivery costs. This project provides funding for renovations that will continue as part of a multiyear, phase-funded project. (\$1,700,000)

PE 5171 GPS/TRAIN TRACKING, MET

This provides Phase 2 funding for replacement of the existing train tracking and onboard announcement system and will provide for the purchase of materials and as well as labor to install the onboard information system components. The new system will maintain current train tracking and customer communication functions, while adding the potential for video surveillance, expanded customer information displays, and passenger counting. (\$4,000,000)

PE 5555 CCF – GENERATOR & UPS

This project funds construction services for the replacement of an existing diesel generator and uninterruptible power supply (UPS) system. The new generator will be powered by natural gas, thereby reducing operating costs and emissions. The system provides an important backup power supply. (\$1,710,000)

PE 5669 OFFICE EQUIPMENT, MET

This project consists of the purchase of various pieces of equipment, office furniture, workspaces, conference tables, break-room appliances, and small-scale climate control systems used at Metra buildings and facilities. The condition of the equipment that is being replaced is poor and has reached or surpassed its useful life. (\$500,000)

PE 5671 TRANSPORTATION DIVISION SOFTWARE, MET

New integrated IT solutions will be deployed to support Metra Transportation Department operations. This includes enhancements to and new functionality for Metra's crew calling systems, and new

solutions to integrate the existing technology footprint and optimize business processes and organizational design. (\$1,000,000)

PE 5673 IT COMPONENTS & SERVICES, MET

Purchases various pieces of equipment that will be used at Metra headquarters and outlying Metra facilities. Purchases may include replacement of obsolete IT infrastructure, upgrade of network switches, computers, printers, and copiers, as well as purchase of new and replacement servers, financial system software, and other software. (\$750,000)

PE 5574 TROI-NET, MET

The TROI-Net Station Displays Project is the design and rollout of the next generation of Metra's visual information system (VIS) signs. Instead of one VIS Sign per station, TROI-Net station displays will be installed at more than one location at most stations. Like the current VIS signs, TROI-Net station displays will provide the visual part of Metra's audio/visual station messaging, and they will also provide live train-tracking information, customer information, and emergency messages. (\$3,000,000)

STATIONS & PARKING

PE 5680 PLATFORM IMPROVEMENTS, MET

This project funds the rehabilitation or replacement of several passenger boarding platforms each year and may also include improvements to access pathways. Cracks, fissures, and buckling will be addressed to ensure the boarding platforms are level and safe. All improvements will comply with the Americans

with Disabilities Act (ADA) and may include the installation or replacement of deteriorated tactile surfaces. (\$4,500,000)

PE 5681 SYSTEMWIDE STATION IMPROVEMENTS, MET

State of good repair (SOGR) deficiencies at Metra stations that have been previously identified will be addressed through this project, which will fund the costs of labor and materials for repairs. Specific activities may include roof repairs or replacement, masonry improvements, tuck-pointing, door and window replacement, and concrete repairs. Other activities covered under this project include improvements to interior spaces, lighting repair or replacement, drainage improvements, and repairs to exterior station elements. Metra forces may complete some project activities to reduce costs and expedite repairs. (\$800,000)

PE 5682 STATION ADA IMPROVEMENTS, MET

Project funds will be used to assess previously identified site and building conditions that are not compliant with ADA accessibility codes and regulations. The project will fund the design and construction to address these issues and may include improvements to station staircases, access ramps, handrails, and other station facility issues. (\$3,300,000)

PE 5683 PARKING LOT IMPROVEMENTS, MET

This project will fund major parking lot renovations throughout the system. Parking lots have a shorter useful life than stations and must be overhauled even if the station facility does not require rehabilitation. Project

activities may include parking surface grinding, asphalt peeling, asphalt resurfacing, blacktop seal coating, patch repairs, new or replacement signage, and the repair or replacement of collection boxes. Station access improvements such as new sidewalks and curb-ramps may be installed to address ADA compliance issues between the parking lot and the station. (\$500,000)

PE 5684 WESTERN AVE STATION, BNS

This project funds the design and renovation of the Western Avenue Station along the BNSF Line on Chicago's West Side. The project may include the repair or replacement of shelter enclosures, upgrades to station lighting and renovation of the platforms. Improvements could also include sidewalk repairs, upgraded bike facilities, and landscape enhancements. The project will make the station fully ADA-accessible. (\$300,000)

PE 5685 LAGRANGE ROAD STATION, BNS

This project consists of the rehabilitation of the LaGrange Road Station along the BNSF Line in LaGrange. The scope of work may include replacing the station depot and windbreak roofs, renovating the heating and ventilation systems, tuck-pointing, brick and stone repairs, and refinishing the depot interior. Additional work may include sidewalk accessibility improvements, bicycle facility upgrades, and drainage repairs. (\$1,710,000)

PE 5485 WESTMONT STATION, BNS

This project involves installing a new heated-platform technology requested by the village. The

heated platform will reduce the amount of snow and ice build-up during the winter months, nearly eliminating the need for manual snow removal. (\$1,000,000)

PE 5567 MILLENNIUM STATION-MEP UPGRADES, MED

This is a multiyear, phase-funded project that will fund upgrades to the mechanical, electrical, and plumbing systems at Millennium Station, the downtown Chicago terminal of the Metra Electric Line. The scope of work may include replacement of the boiler system, replacement of the HVAC system, upgrade of mechanical, electrical and plumbing components, installation of drainage solutions, and related engineering design services. (\$800,000)

PE 5182 79TH ST STATION – CHATHAM, MED

This project funds the complete rehabilitation of the 79th Street Station in Chicago on the Metra Electric Line, making the facility fully ADA-accessible. The project scope includes the repair or replacement of shelter enclosures, station lighting upgrades, and platform renovation work. Additional project elements may include sidewalk repairs, upgraded bike facilities, landscape enhancements, and bench repairs. (\$8,000,000)

PE 5185 103RD ST STATION – ROSEMOOR, MED

This project will fund the rehabilitation of the 103rd Street (Rosemoor) Station on the Metra Electric Line in Chicago's Pullman neighborhood. Upon completion, 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, and new platform amenities. The project may also include wayfinding signage or other station identifiers. (\$3,000,000)

PE 5180 147TH ST-SIBLEY BLVD STATION, MED

This project consists of the complete rehabilitation of the 147th Street (Sibley Boulevard) Station on the Metra Electric Line in Harvey. The project scope includes renovation of the station entrance, heated warming shelters, and a canopy over half of the platform. Additional improvement may include lighting, sidewalk, bike facilities, and landscape enhancements. (\$9,400,000)

PE 4983 HOMEWOOD STATION, MED

This project provides additional funds to complete the rehabilitation of the Homewood Station and associated intermodal facilities on the Metra Electric Line in Homewood. The scope of work includes general tunnel rehabilitation, tunnel drainage solutions, elevator and stair improvements and the addition of a pedestrian ramp into the tunnel on the west end of the station. The project also includes improvements to the platform, warming shelter, head house, and the Pace and Amtrak facilities. (\$2,100,000)

PE 5686 ROUND LAKE STATION, MWD

To accommodate the Cedar Lake Road Realignment project led by Lake County, portions of the Round Lake Station on the Milwaukee District North Line will need to be relocated and rebuilt. The planned Cedar Lake Road realignment will bisect the station's current platforms; therefore, the platforms will need

to be relocated. Lake County will fund the station infrastructure components of the project. Metra is taking the opportunity to reevaluate the station site plan and to consider additional Metra-funded improvements. Funds programmed in 2022 will finance engineering and design services. Construction funds are provided in later years. (\$750,000)

PE 4484 AUBURN PARK STATION, RID

This project funds a portion of the construction costs for a new station on the Rock Island Line in the Auburn Park neighborhood of Chicago. The station will feature a platform-length canopy and heated head house with two elevators as well as a center boarding platform with a staircase down to a street-level entrance tunnel, a landscaped plaza with benches, canopy, bicycle parking, and a vendor space. A parking lot will include 79 parking stalls, five ADA parking spaces, and a passenger drop-off lane. The new station will be fully ADA-accessible. (\$4,300,000)

PE 5687 107TH ST (BEVERLY HILLS) STATION, RID

This project will provide design engineering funds for the 107th Street (Beverly Hills) Station on the Rock Island Line in Chicago's Beverly Hills neighborhood. Project activities may include parking lot renovations, ADA improvements, new lighting, additional passenger shelters and bicycle parking. This is a multiyear, multiphase project that will fund design engineering services and any required environmental analyses. Construction funds are to be provided in later years and will include funding for a rehabilitation of the existing station warming shelter that is appropriate for

the historic neighborhood will be completed in future phases of the project. (\$1,000,000)

PE 5484 115TH STREET STATION, RID

This project will provide funding for design engineering and any required environmental analyses for the 115th Street (Morgan Park) Station on the Rock Island Line in Chicago's Morgan Park neighborhood. The project scope includes parking lot renovations, ADA improvements, the installation of passenger shelters, bicycle parking, and landscaping improvements. Design plans include a new station warming shelter with distinctive architectural elements and materials that are appropriate for the historic neighborhood. (\$870,000)

PE 4486 PETERSON RIDGE STATION, UPR

The project provides additional funding for construction of a new station on the Union Pacific North Line in the Edgewater neighborhood of Chicago which will feature a platform-length canopy and a heated head house. Four ADA-compliant pedestrian ramps and six staircases will provide numerous access points that are accessible to all. A landscaped plaza with benches and bicycle parking will be installed at the station entrance. A passenger drop-off, five accessible parking stalls, and 50 parking stalls will also be constructed. (\$200,000)

PE 5688 ROGERS PARK STATION, UPR

This project will fund design engineering services and any required environmental analyses for the rehabilitation of the Rogers Park Station in Chicago on the Union Pacific

North Line. The station is built atop a retaining wall that was originally constructed in 1916. The project scope includes extensive repairs to the depot, entrance ramps and platform shelters. Lighting upgrades and platform renovations will be completed as needed. Additional project elements may include sidewalk repairs, upgraded bike facilities and landscaping as well as staircase repairs. This is a multiyear project and construction funds will be provided in later years. (\$1,000,000)

PE 5689 KENILWORTH STATION, UPR

This project will rehabilitate the Kenilworth Station on the Union Pacific North Line. The project scope includes extensive repairs to the station depot, including tuck-pointing, masonry restoration, and roof tile repairs. Additional project elements may include sidewalk repairs, upgraded bike facilities, landscape enhancements, and staircase repairs. This is a multiyear, multiphase project. (\$1,200,000)

PE 5676 ARLINGTON PARK STATION-PARKING, UPR

Metra intends to exercise a clause in the lease contract to purchase the parking lot area for the Arlington Park Station on the Union Pacific Northwest Line. Metra has leased a 9.3-acre parking lot from the owners of the Arlington Park Racecourse since 2002. It was announced in 2021 that the horse racing track would close, and the property will be sold off. Metra seeks to purchase the land to avoid annual rent costs, which will result in significant savings, and to allow flexibility for long-range planning. (\$6,237,000)

PE 4878 WEST CHICAGO STATION, UPR

This project involves the rehabilitation of the West Chicago Station on the Union Pacific West Line. Work may include rehabilitation of the access tunnels, stairs, ramps, waiting room, platforms, lighting, retaining walls, and painting. Project funds will be used for construction as design and engineering were funded under a separate project. (\$300,000)

PE 5384 ELMHURST STATION, UPR

This project will fund Metra's portion of a larger station renovation and expansion of the Elmhurst Station on the Union Pacific West Line and will leverage CMAQ funds obtained by the Village of Elmhurst to construct a larger station to accommodate growing ridership and add customer amenities. (\$1,000,000)

PE 5690 KEDZIE STATION-RETAINING WALL, UPR

This project will fund the repair of a retaining wall and staircase located at the entrance to the Kedzie Station on the Union Pacific West Line in Chicago. The retaining wall is integral to the station and needs to be repaired to improve safety and prevent additional damage to the infrastructure of the station. (\$250,000)

PE 4488 RIVER FOREST STATION, UPR

This project will fund design services and any environmental analyses required to rehabilitate the River Forest Station and associated retaining walls along the Union Pacific West Line. The historic station was originally constructed in 1915 and is currently not ADA-accessible.

The project scope will make the station fully ADA-compliant and includes extensive repairs to the entrance ramps, retaining walls, and platforms. Additional project elements may include sidewalk repairs, upgraded bike facilities, landscape enhancements, and staircase repairs. (\$900,000)

PE 5475 SYSTEMWIDE STATION SIGNS, MET

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

PE 5478 ELEVATOR REPLACEMENT, MET

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

PE 5479 SHELTERS, MET

This project will fund the installation of shelters at stations across the system at locations to be determined, based upon existing conditions and demand. Shelters will be prefabricated structures and may include on-demand heating. (\$2,500,000)

PE 5677 DOWNTOWN STATION SIGNS, MET

This project will design, purchase, and install new digital train-tracking displays and backlit station identification signs. Video boards will display real-time train tracking and service alerts as well as other visual information. At least one sign is planned for installation at or near the primary entrance to Metra's five downtown Chicago stations. New train-

tracking displays will improve our communications with the customer, better accommodate non-English speakers and improve ADA-compliance. Backlit station identification signs will greet Metra riders as they board and depart the stations. This is a multiyear, multiphase project that will fund design engineering services and any environmental analyses. Construction funds will be provided in later years. (\$530,000)

SUPPORT ACTIVITIES

PE 5195 TRANSIT ASSET MANAGEMENT, MET

This project funds the continuation of Metra's comprehensive asset assessment. This phase will consist of hiring a consultant to assist with monitoring and implementing Metra's Transit Asset Management Plan as required by the Federal Transit Administration. (\$500,000)

PE 5488 PROJECT DEVELOPMENT, MET

This project will allow Metra to undertake studies to advance major capital projects and secure grant funding. (\$425,000)

PE 5489 PROGRAM MANAGEMENT, MET

This project will fund the service of a consultant to provide additional program management capacity made necessary by the extra capital project funding from the state of Illinois. Funds programmed in 2022 will finance the second year of a five-year agreement with WSP Inc. for professional services under the Project Management Oversight (PMO) contract awarded by Metra's Board in August 2020. (\$25,000,000)

PE 5694 INFRASTRUCTURE ENGINEERING, MET

This project funds support the implementation of capital projects and cover the costs of Metra's Engineering Department and consultants providing professional services. The associated professional consultant services may include design engineering and/or construction management in the areas of civil, structural, electrical, mechanical, signal, communications, and environmental engineering. (\$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 (GAAP). (\$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. (\$1,179,819)



Exhibit 15

2022-2026 CAPITAL PROGRAM - CORE PROGRAM

(\$ in thousands)

Description	2022	2023	2024	2025	2026	Total
Rolling Stock						
Locomotive Improvements	\$5,050	\$28,800	\$0	\$0	\$0	\$33,850
Car Rehabilitation	\$22,400	\$29,000	\$37,511	\$32,511	\$32,511	\$153,932
New Locomotives	\$750	\$7,850	\$22,950	\$29,024	\$0	\$60,574
New Rolling Stock	\$0	\$130,000	\$0	\$95,000	\$81,500	\$306,500
Fleet Component Overhaul	\$12,600	\$9,800	\$16,650	\$8,500	\$8,500	\$56,050
Subtotal	\$40,800	\$205,450	\$77,111	\$165,035	\$122,511	\$610,907
Bridges, Track & Structure						
Ties and Ballast	\$22,025	\$14,825	\$17,550	\$10,700	\$12,575	\$77,675
Rail	\$5,830	\$5,500	\$4,918	\$4,918	\$4,418	\$25,584
Crossings (Road and Track)	\$5,000	\$4,750	\$4,500	\$5,000	\$5,000	\$24,250
Bridges & Retaining Walls	\$12,245	\$4,600	\$13,750	\$11,100	\$31,100	\$72,795
Structural Upgrades	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$5,500
Subtotal	\$46,200	\$30,775	\$41,818	\$32,818	\$54,193	\$205,804
Signal, Electrical & Communications						
Signal System Upgrades	\$18,018	\$13,190	\$11,082	\$4,482	\$4,682	\$51,454
Interlockings	\$24,000	\$41,000	\$15,500	\$13,000	\$13,000	\$106,500
Electrical System Improvements	\$8,605	\$19,140	\$35,090	\$2,840	\$9,240	\$74,915
Subtotal	\$50,623	\$73,330	\$61,672	\$20,322	\$26,922	\$232,869
Facilities & Equipment						
Yard Improvements	\$9,020	\$7,760	\$7,090	\$7,490	\$9,380	\$40,740
Building Improvements	\$3,410	\$825	\$1,000	\$5,500	\$5,500	\$16,235
Equipment and Vehicles	\$21,000	\$18,750	\$16,250	\$11,775	\$11,275	\$79,050
Financial Systems Replacement	\$0	\$0	\$0	\$1,000	\$1,000	\$2,000
Subtotal	\$33,430	\$27,335	\$24,340	\$25,765	\$27,155	\$138,025
Stations & Parking						
Stations & Parking	\$54,647	\$55,420	\$29,650	\$25,015	\$21,600	\$186,332
ADA Improvements	\$4,750	\$4,400	\$11,830	\$1,900	\$2,000	\$24,880
Subtotal	\$59,397	\$59,820	\$41,480	\$26,915	\$23,600	\$211,212
Support Activities						
Technical Studies	\$3,000	\$3,000	\$3,250	\$3,500	\$3,500	\$16,250
Project Administration	\$26,325	\$21,575	\$16,400	\$11,500	\$1,500	\$77,300
Contingencies	\$1,180	\$1,330	\$673	\$868	\$1,067	\$5,118
Subtotal	\$30,505	\$25,905	\$20,323	\$15,868	\$6,067	\$98,668
Grand Total	\$260,955	\$422,615	\$266,744	\$286,723	\$260,448	\$1,497,485

*May not total due to rounding

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Exhibit 16

METRA OPERATING & SERVICE CHARACTERISTICS AS OF 2021

Carrier/Line		Revenue Trains *			Train Miles	Car Miles	On-Time Performance	
		Weekday	Sat	Sun/Hol			2020 Average	Jan - Jun 2021 Average
BNSF Railway		94	30	20	513,726	3,637,816	97.9%	97.5%
Union Pacific	North	74	26	18	517,024	3,137,399	98.1%	97.1%
	Northwest	45	34	21	653,405	4,515,783	96.7%	96.1%
	West	40	20	18	482,372	3,686,016	94.9%	91.8%
Total		159	80	57	1,652,801	11,339,198	96.6%	95.2%
Electric District	Main Line	65	42	24	499,104	2,360,232	97.3%	98.3%
	Blue Island	18	8	0	83,206	314,957	98.1%	98.1%
	South Chicago	42	32	20	156,564	628,486	98.2%	98.6%
Total		125	82	44	738,874	3,303,675	97.7%	98.4%
Heritage Corridor		6	0	0	38,009	214,177	89.6%	85.6%
Milwaukee District	North	38	20	18	454,032	2,990,209	95.8%	92.3%
	West	40	24	18	423,276	3,034,505	94.7%	93.0%
Total		78	44	36	877,308	6,024,714	95.3%	92.7%
North Central Service		12	0	0	59,604	439,729	91.7%	88.6%
SouthWest Service		12	0	0	88,357	670,830	94.0%	91.7%
Rock Island District		80	33	28	476,851	3,502,442	95.8%	95.8%
System Totals/Averages		566	269	185	4,445,529	29,132,580	96.5%	95.7%

* Based on schedule in effect September 13, 2021

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	42	176	40	0	144.0	37.5
Union Pacific	North Line	Kenosha, WI (Kenosha Co.)	Ogilvie Transportation Ctr.	24	1	25	1	20					107.5	51.6
	Northwest Line	Harvard, IL (McHenry Co.)	Ogilvie Transportation Ctr.	21	0	21	0	19					161.1	63.1
	McHenry Branch	McHenry, IL (McHenry Co.)	Ogilvie Transportation Ctr.	1	0	1	0	1					8.0	7.4
	West Line	Elburn, IL (Kane Co.)	Ogilvie Transportation Ctr.	18	0	18	0	16					144.2	43.6
Total				64	1	65	1	56	54	263	64	0	418.2	162.3
Electric District	Main Line	University Park, IL (Will Co.)	Millennium Station	32	0	32	0	14					86.0	31.5
	Blue Island Branch	Blue Island, IL (Cook Co.)	Millennium Station	7	0	7	0	1					5.0	4.4
	South Chicago Branch	Chicago, IL (Cook Co.)	Millennium Station	8	0	8	0	8					11.3	4.7
Total				47	0	47	0	23	0	0	0	182	102.3	40.6
Heritage Corridor *		Joliet, IL (Will Co.)	Chicago Union Station	6	0	6	0	6	*	*	*	*	78.0	37.2
Milwaukee District **	North Line	Fox Lake, IL (Lake Co.)	Chicago Union Station	20	0	20	0	17					97.0	49.5
	West Line	Elgin, IL (Kane Co.)	Chicago Union Station	21	0	21	0	20					102.8	39.8
Total				41	0	41	0	37	60	152	55	0	186.4	83.9
North Central Service **		Antioch, IL (Lake Co.)	Chicago Union Station	15	0	15	0	15	**	**	**	**	85.6	52.8
SouthWest Service *		Manhattan, IL (Will Co.)	Chicago Union Station	12	0	12	0	12	*	*	*	*	59.3	40.8
Rock Island District*	Main Line	Joliet, IL (Will Co.)	LaSalle Street Station	14	0	14	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
Total				26	0	26	5	18	17	83	28	0	96.9	46.6
Downtown Stations				5	0	5	0	5						
System Totals				241	1	242	10	190	173	674	187	182	1,154.9	487.5

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

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

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Exhibit 18

METRA COMMUTER RAIL STATIONS BY FARE ZONE

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

* OTC=Ogilvie Transportation Center

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								
					115th St	14.3								
D (15.1-20.0)	Rosemont	15.6	Vermont St	15.7	Prairie St	15.8	Oak Lawn	15.2	Kenilworth	15.2	Des Plaines	17.1	Elmhurst	15.7
	O'Hare Transfer	17.1	Robbins	17.2	Vermont St	16.4	Chicago Ridge	16.8	Indian Hill	15.8	Cumberland	18.6	Villa Park	17.8
			Midlothian	18.4			Worth	18.2	Winnetka	16.6	Mt Prospect	20.0	Lombard	19.9
							Palos Heights	18.7	Hubbard Woods	17.7				
E (20.1-25.0)	Prospect Heights	24.0	Oak Forest	20.4			Palos Park	20.3	Braeside	20.5	Arlington Heights	22.8	Glen Ellyn	22.4
			Tinley Park	23.5			143rd St	23.6	Ravinia	21.5	Arlington Park	24.4	College Ave	23.8
			80th Ave	25.1			153rd St	25.2	Highland Park	23.0			Wheaton	25.0
									Highwood	24.5				
F (25.1-30.0)	Wheeling	27.2	Hickory Creek	27.5			179th St	28.9	Fort Sheridan	25.7	Palatine	26.4	Winfield	27.5
	Buffalo Grove	29.5	Mokena	29.6					Lake Forest	28.3			West Chicago	29.8
G (30.1-35.0)	Prairie View	31.6	New Lenox	34.0					Lake Bluff	30.2	Barrington	31.9		
	Vernon Hills	33.0							Great Lakes	32.0				
									North Chicago	33.7				
H (35.1-40.0)	Mundelein	36.9	Joliet	40.0			Laraway Road	35.8	Waukegan	35.9	Fox River Grove	37.3	Geneva	35.5
	Prairie Crossing/ Libertyville	40.7									Cary	38.6		
I (40.1-45.0)	Washington St	43.9					Manhattan	40.8	Zion	42.1	Pingree Road	41.7	La Fox	40.9
									Winthrop Harbor	44.5	Crystal Lake	43.2	Elburn	43.6
J (45.1-65.0)	Round Lk Beach	45.9							Kenosha	51.5	McHenry	50.6		
	Lake Villa	48.2									Woodstock	51.6		
	Antioch	52.8									Harvard	63.1		

Exhibit 19

RIDERSHIP-RELATED STATISTICS: JULY 2020 - JUNE 2021

Estimated Ridership Based on Total Ticket Sales and Passenger Loads

Carrier/Line		July 2020 - June 2021				
		Annual Passenger Trips*	Annual Passenger Miles*	Annual Passenger Revenue	Avg Rev Per Passenger Trip	Avg Trip Length (miles)
BNSF Railway		1,300,800	27,637,300	7,355,300	\$5.65	21.2
Union Pacific	North	1,161,400	19,766,900	2,723,000	\$2.34	17.0
	Northwest	1,177,800	29,334,300	3,388,600	\$2.88	24.9
	West	858,300	19,208,400	2,813,700	\$3.28	22.4
Total		3,197,500	68,309,600	8,925,300	\$2.79	21.4
Metra Electric		1,077,600	18,757,800	4,113,600	\$3.82	17.4
Heritage Corridor		42,800	1,052,600	252,900	\$5.91	24.6
Milwaukee District	North	604,800	13,765,800	3,315,300	\$5.48	22.8
	West	626,400	13,468,300	3,318,200	\$5.30	21.5
Total		1,231,200	27,234,100	6,633,500	\$5.39	22.1
North Central Service		65,700	1,893,800	410,400	\$6.25	28.8
SouthWest Service		186,900	3,313,200	1,026,700	\$5.49	17.7
Rock Island District		991,900	20,114,500	4,113,300	\$4.15	20.3
System Totals*		8,094,500	168,312,800	32,830,900	\$4.06	20.8

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

* Includes free trips



Exhibit 20
FORECASTED RIDERSHIP AND VEHICLE MILES / 2020-2024

	2020 Actual	2021 Projected*	2022 Forecast	2023 Forecast	2024 Forecast
Passenger Trips ¹	18,611,000	13,873,000	22,218,000	37,030,000	53,694,000
Year-to-Year Change		-25.5%	60.2%	66.7%	45.0%
Passenger Miles ²	398,672,000	299,002,000	478,780,000	798,010,000	1,157,140,000
Year-to-Year Change		-25.0%	60.1%	66.7%	45.0%
Revenue Car Miles	30,662,000	32,670,000	40,237,000	43,768,000	44,269,000
Year-to-Year Change		6.5%	23.2%	8.8%	1.1%

*Based on January-July actuals

¹ - Based on ticket sales and free trips

² - Based on ticket sales but does not include free trips

Exhibit 21

AVERAGE PASSENGER LOADS: JULY 2020 - JUNE 2021

Carrier/Line		July 2020 - June 2021							
		Weekday Average				Avg Saturday	Avg Sunday	Avg Week	
		Peak	Reverse	Midday	Evening				Total
BNSF Railway		3,200	400	700	200	4,400	1,900	1,300	25,200
Union Pacific	North	1,500	900	1,000	400	3,800	2,200	1,700	22,900
	Northwest	2,200	500	800	300	3,800	2,700	1,800	23,500
	West	1,800	300	500	200	2,900	1,600	1,200	17,300
Total		5,500	1,700	2,300	900	10,500	6,500	4,700	63,700
Electric District	Main Line	1,900	200	600	300	2,900	1,000	800	16,300
	Blue Island	200	30	100	0	300	0	0	1,500
	So Chicago	300	100	200	40	600	300	200	3,500
Total		2,400	330	900	340	3,800	1,300	1,000	21,300
Heritage Corridor		200	0	0	0	200	0	0	1,000
Milwaukee District	North	1,100	300	300	100	1,900	900	700	11,100
	West	1,200	200	300	100	1,900	900	800	11,200
Total		2,300	500	600	200	3,800	1,800	1,500	22,300
North Central Service		200	0	0	0	200	0	0	1,000
SouthWest Service		700	0	30	0	700	0	0	3,500
Rock Island District		2,600	100	600	200	3,400	1,000	700	18,700
System Totals		17,000	3,000	5,200	1,800	27,000	12,600	9,300	156,700

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

Exhibit 22

TICKET SALES BY TICKET TYPE: JULY 2020 - JUNE 2021

Carrier/Line		Between Chicago, IL (Cook County) and...	Monthly	Ten-Ride	One-Way	Round Trip Plus†	\$10 All-Day Pass	Saturday/Sunday Day Pass‡	Weekend Pass
BNSF Railway		Aurora, IL (Kane County)	11,600	37,900	189,000	9,800	138,600	29,300	22,300
Union Pacific**	North	Kenosha, WI (Kenosha County)	4,100	17,400	108,200	6,800	26,300	12,700	6,100
	Northwest	Harvard, IL (McHenry County)	4,900	16,200	106,000	7,500	46,000	17,300	10,200
	West	Elburn, IL (Kane County)	4,300	14,600	87,600	7,300	35,900	11,600	7,900
Total			13,300	48,200	301,800	21,600	108,200	41,600	24,200
Electric District		University Park, IL (Will County)	9,500	27,000	272,600	15,900	56,600	10,000	10,400
Heritage Corridor		Joliet, IL (Will County)	500	1,000	3,100	200	7,600	0	0
Milwaukee District	North	Fox Lake, IL (Lake County)	3,800	14,100	102,100	4,400	84,300	16,700	13,900
	West	Elgin, IL (Kane County)	4,600	11,400	107,400	4,300	85,300	16,800	15,200
Total			8,400	25,500	209,500	8,700	169,600	33,500	29,100
North Central Service		Antioch, IL (Lake County)	500	1,800	8,200	400	12,400	100	200
SouthWest Service		Manhattan, IL (Will County)	2,400	4,900	12,200	900	24,100	0	100
Rock Island District		Joliet, IL (Will County)	10,300	29,000	160,500	12,800	58,400	9,700	8,000
System Totals*			56,500	175,300	1,156,900	70,200	575,500	124,300	94,200

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

**Union Pacific did not resume onboard fare collection until June 2020.

†The Round Trip Plus ticket was introduced in September 2020.

‡The Saturday/Sunday Day Pass was introduced in February 2021.

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Exhibit 23

PROPOSED 2022 ADULT FARE SCHEDULE

Zone	Ticket	A	B	C	D	E	F	G	H	I	J
A	Monthly	\$116.00									
	Ten-Ride	38.00									
	Day Pass	6.00									
	One-Way	4.00									
B	Monthly	123.25	\$116.00								
	Ten-Ride	40.50	38.00								
	Day Pass	6.00	6.00								
	One-Way	4.25	4.00								
C	Monthly	159.50	123.25	\$116.00							
	Ten-Ride	52.25	40.50	38.00							
	Day Pass	6.00	6.00	6.00							
	One-Way	5.50	4.25	4.00							
D	Monthly	181.25	159.50	123.25	\$116.00						
	Ten-Ride	59.50	52.25	40.50	38.00						
	Day Pass	10.00	6.00	6.00	6.00						
	One-Way	6.25	5.50	4.25	4.00						
E	Monthly	195.75	181.25	159.50	123.25	\$116.00					
	Ten-Ride	64.25	59.50	52.25	40.50	38.00					
	Day Pass	10.00	10.00	6.00	6.00	6.00					
	One-Way	6.75	6.25	5.50	4.25	4.00					
F	Monthly	210.25	195.75	181.25	159.50	123.25	\$116.00				
	Ten-Ride	69.00	64.25	59.50	52.25	40.50	38.00				
	Day Pass	10.00	10.00	10.00	6.00	6.00	6.00				
	One-Way	7.25	6.75	6.25	5.50	4.25	4.00				
G	Monthly	224.75	210.25	195.75	181.25	159.50	123.25	\$116.00			
	Ten-Ride	73.75	69.00	64.25	59.50	52.25	40.50	38.00			
	Day Pass	10.00	10.00	10.00	10.00	6.00	6.00	6.00			
	One-Way	7.75	7.25	6.75	6.25	5.50	4.25	4.00			
H	Monthly	239.25	224.75	210.25	195.75	181.25	159.50	123.25	\$116.00		
	Ten-Ride	78.50	73.75	69.00	64.25	59.50	52.25	40.50	38.00		
	Day Pass	10.00	10.00	10.00	10.00	10.00	6.00	6.00	6.00		
	One-Way	8.25	7.75	7.25	6.75	6.25	5.50	4.25	4.00		
I	Monthly	261.00	239.25	224.75	210.25	195.75	181.25	159.50	123.25	\$116.00	
	Ten-Ride	85.50	78.50	73.75	69.00	64.25	59.50	52.25	40.50	38.00	
	Day Pass	10.00	10.00	10.00	10.00	10.00	10.00	6.00	6.00	6.00	
	One-Way	9.00	8.25	7.75	7.25	6.75	6.25	5.50	4.25	4.00	
J	Monthly	275.50	261.00	239.25	224.75	210.25	195.75	181.25	159.50	123.25	\$116.00
	Ten-Ride	90.25	85.50	78.50	73.75	69.00	64.25	59.50	52.25	40.50	38.00
	Day Pass	10.00	10.00	10.00	10.00	10.00	10.00	10.00	6.00	6.00	6.00
	One-Way	9.50	9.00	8.25	7.75	7.25	6.75	6.25	5.50	4.25	4.00

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

Exhibit 24

PROPOSED 2022 SPECIAL USER FARE SCHEDULE

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

COMMUTER RAIL BOARD ORDINANCE NO. MET 21- 22

**2022 OPERATING AND CAPITAL PROGRAM AND BUDGET (JANUARY 1, 2022 TO DECEMBER 31, 2022),
THE 2023-2024 FINANCIAL PLAN, AND THE 2022-2026 CAPITAL PROGRAM**

RECITALS

- A. This 2022 Operating and Capital Program and Budget (January 1, 2022 to December 31, 2022), the 2023-2024 Financial Plan, and the 2022-2026 Capital Program are based upon Regional Transportation Authority (“Authority”) estimates of funds made available to the Board of Directors of the Commuter Rail Division of the Regional Transportation Authority (“Commuter Rail Board”) and conform in all respects to the program and budget requirements of the Regional Transportation Authority Act (70 ILCS 3615, et seq.) (“RTA Act”).
- B. The Commuter Rail Board has held at least one public hearing in each county in the metropolitan region in which Metra provides service;
- C. The Commuter Rail Board has held at least one meeting for consideration of the program and budget with the county board of each of the several counties in the metropolitan region;
- D. Metra, as a recipient of federal funds, is required to comply with the Federal Transit Administration Circular 4702.1B (“Title VI”), effective October 1, 2012, which is an updated guidance for federal recipients’ compliance with Title VI of the Civil Rights Act of 1964. Under Title VI, Metra is required to conduct a fare equity analysis for any proposed fare or major service changes to ensure such changes do not result in disparate impacts on the basis of race, color, or national origin. Additionally, Metra must determine whether low-income populations will bear a disproportionate burden of the changes to fares or service;
- E. The Federal Transit Administration has determined that temporary fare changes enacted in response to the COVID-19 pandemic, as well as promotional fare decreases, are exempt from equity analysis requirements for six months, after which such changes are considered permanent;
- F. The \$10 All-Day Pass and changes in reduced-fare eligibility under the Fair Transit South Cook pilot project subsidized by Cook County have been in place for more than six months and are subject to equity analysis requirements. Metra has therefore conducted an equity analysis of these past fare changes, as well as the proposed fare change as specified and set forth in the published 2022 budget book including the introduction of the Day Pass pilot program and the elimination of the Round Trip Plus Ticket.
- G. Metra is currently providing a level of service that is temporarily adjusted for the COVID-19 pandemic; Metra will adjust future service levels in response to changes in ridership demand and will defer service change equity analysis until service levels stabilize; and
- H. Based upon the discussion in its October 13, 2021 Board Meeting, public comment, and Title VI equity analysis, Metra believes a fare change with the introduction of the Day Pass pilot program, elimination of the Round Trip Plus Ticket, and adjustments to One-Way and 10-Ride validity periods is necessary as specified and set forth in the published 2022 budget book.

NOW, THEREFORE, BE IT ORDAINED THAT:

- 1. The Commuter Rail Board, having considered the fare equity analyses under Title VI, has found that the previously implemented promotional Metra fare changes and the proposed Metra fare changes would not result in a disparate impact on the basis of race, color, or national origin; nor will low-income populations bear a disproportionate burden of the changes. Accordingly, the Commuter Rail Board hereby approves the fare equity analyses, as well as the fare changes set forth.
- 2. The Commuter Rail Board has reviewed and approves the fare policy.
- 3. The Commuter Rail Board hereby approves the 2022 Operating and Capital Program and Budget (January 1, 2022 to December 31, 2022), the 2023-2024 Financial Plan, and the 2022-2026 Capital Program, copies of which are attached hereto and made a part hereof, and further authorizes their transmittal to the Board of Directors of the Authority in full compliance with Section 4.11 of the RTA Act.
- 4. The Commuter Rail Board approves the 2022 Budget and the staffing level for the Audit Department of \$1.068 million and 5 personnel, respectively, in accordance with item 6 of MET 14-01, and included in item 8 below.

5. The Chief Executive Officer/Executer Director of the Commuter Rail Division of the Regional Transportation Authority (“Commuter Rail Division”) is hereby authorized and directed to take such action, as he deems necessary or appropriate to implement, administer, and enforce this Ordinance.
6. Item 3 of this Ordinance shall constitute the Annual Program of the Commuter Rail Division for services to be provided, operations to be continued or begun, and capital projects to be continued or begun during the fiscal year beginning January 1, 2022 and ending December 31, 2022. Authorization is hereby given that the programs and projects herein named may be implemented, or actions toward their implementation taken, during said fiscal year.
7. Items 8 through 10 of this Ordinance shall constitute the Annual Budget for operations of the services (“Operations”) provided by the Commuter Rail Division other than for capital projects and technical studies as provided in Sections 11 through 13 of this Ordinance for the fiscal year beginning January 1, 2022 and ending December 31, 2022. Sections 11 through 13 of this Ordinance shall constitute the Annual Budget for capital project and technical study expenditures incurred during the fiscal year beginning January 1, 2022 and ending December 31, 2022. Funds available from all sources during 2021 not identified herein for use in the operating or capital budget are to be used for potential funding shortfalls and working cash.
8. The following named sums, or so much as may be necessary, are hereby appropriated for the specified use (in 000's):

Operating Commuter Rail Division Services and Support **\$900,000**

9. The estimated Commuter Rail Division Operating Funds expected to be available from all sources during 2022 are (in 000's):

Total Operating Revenues	\$146,400
Federal Relief Funds (CARES, CRRSA & ARP Acts)	294,790
Metra 2022 Sales Tax 1	352,691
<u>Metra 2022 Sales Tax 2 & PTF 2</u>	<u>106,119</u>

Total Sources of Operating Funds **\$900,000**

10. The following are 2022 estimates of the revenues and expenses for the Commuter Rail Division (in 000's):

Operating Revenues	\$146,400
<u>Operating Expenses</u>	<u>900,000</u>

Total Funded Deficit **\$753,600**

11. The following named sum, or so much thereof as may be necessary, respectively, for capital projects and technical studies which remain unexpended as of December 31, 2021, is hereby re- appropriated to meet all obligations of the Commuter Rail Division incurred during the fiscal year beginning January 1, 2022 and ending December 31, 2022 (in 000's):

Total **\$1,823,468**

12. The estimated Commuter Rail Division Capital Funds expected to be available from all sources to finance the 2022 Capital Program are (in 000's):

Federal Transit Administration	\$181,650
State of Illinois PAYGO Funds	73,775
<u>RTA Innovation, Coordination & Enhancement</u>	<u>5,530</u>

Total Sources of 2022 Capital Funds **\$260,955**

13. The following named sum, or so much thereof as may be necessary, respectively, for technical studies and capital projects, are hereby appropriated to meet all obligations of the Commuter Rail Division incurred during the fiscal year beginning January 1, 2022 and ending December 31, 2022 (in 000's):

Rolling Stock	\$40,800
Track & Structure	46,200
Signal, Electrical & Communications	50,623
Support Facilities & Equipment	33,430
Stations & Parking	59,397
<u>Support Activities</u>	<u>30,505</u>

Total Uses of 2022 Capital Funds **\$260,955**

PUBLIC NOTICE

Commuter Rail Board (Metra) Public Hearings on Proposed Operating and Capital Program and Budget for Fiscal Year 2022, the 2022-2024 Financial Plan, and the 2022-2026 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 Proposed 2022 Operating and Capital Program and Budget, the 2022-2024 Financial Plan, and the 2022-2026 Capital Program for Public Hearings and public discussion. In the FY2022 Program and Budget, there are no fare increases.

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

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

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

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

Step 2: Once on the home page of your webpage browser, please enter the following website URL, www.Webex.com, 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: 2334 922 1380.

Step 5: You will be prompted to enter the meeting password: 2022budget. Then press “register”.

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

Section II: For those not wishing to pre-register

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

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

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

Step 4: You will be prompted to enter the meeting ID number: 2334 922 1380.

Step 5: You will be prompted to enter the meeting password: 2022budget. 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. 3, 2021, between 4 – 7 p.m. to present your comments. The virtual public hearing can also be attended by dialing toll free 844-517-1442 and entering access code: 2334 922 1380 or by submitting written material at any time, but not later than 24 hours after the conclusion of the hearings on Nov. 4, 2021.

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, Ill., 60661. Comments will also be accepted via voicemail to 312-322-1006, or email to 2022budgetcomments@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 2022 together with the Fiscal Years 2022-2024 Financial Plan, and Fiscal Years 2022-2026 Capital Program, will be available for public inspection after Oct. 13, 2021 at the offices of the Metra Board, Room 1300, 547 W. Jackson Boulevard, Chicago, Ill., and in the offices of the Regional Transportation Authority, 175 West Jackson Boulevard, Chicago, Ill. The document will be available for viewing on the www.metra.com website on Oct. 13, 2021 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.

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

Wednesday, Nov. 3 4-7 p.m.	Thursday, Nov. 4 4-7 p.m.
WILL COUNTY Will County Office Building County Board Room – 2nd Floor 302 North Chicago Street Joliet	SOUTH SUBURBAN COOK COUNTY East Hazel Crest Village Hall Village Board Room 1904 W. 174th Street East Hazel Crest
KANE COUNTY Kane County Government Center Building A – 1st Floor Auditorium 719 South Batavia Avenue Geneva	DUPAGE COUNTY Clarendon Hills Village Hall Village Board Room One North Prospect Avenue Clarendon Hills
CITY OF CHICAGO Metra Board Room 13th floor 547 West Jackson Boulevard Chicago	NORTH SUBURBAN COOK COUNTY Hanover Park Police Department Community Room 2011 Lake Street Hanover Park
LAKE COUNTY Mundelein Village Hall Village Board Room 300 Plaza Circle Mundelein	MCHENRY COUNTY Crystal Lake City Hall City Council Chambers 100 West Woodstock Street Crystal Lake



PROTECTING YOUR RIGHTS

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

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

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

Metra's Office of Diversity & Business Enterprise

Attn: Title VI Manager

547 W. Jackson Blvd.

Chicago, IL 60661

metradbe@metrarr.com

312.322.8093 (Fax)

Or visit our website at metra.com

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Metra

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