Metra

The way to really fly

2011 Program & Budget Book

PROPOSED

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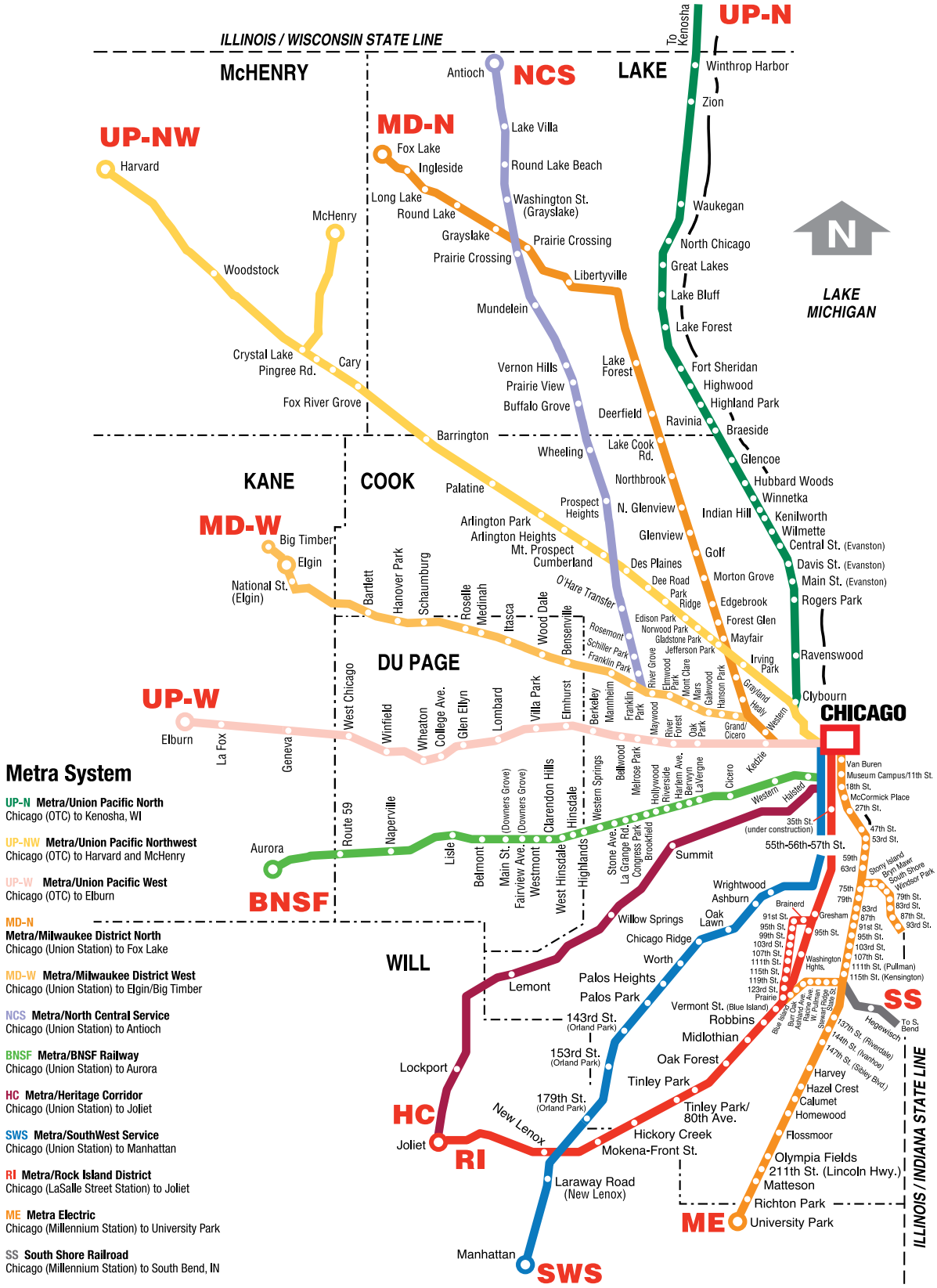
ILLINOIS / WISCONSIN STATE LINE
McHENRY
KANE
COOK
LAKE
DU PAGE
WILL
UP-NW
MD-N
NCS
UP-N
MD-W
UP-W
BNSF
HC
RI
SS
ME
SWS
CHICAGO
LAKE MICHIGAN
ILLINOIS / INDIANA STATE LINE
To Kenosha
Antioch
Lake Villa
Round Lake Beach
Washington St. (Grayslake)
Prairie Crossing
Libertyville
Mundelein
Vernon Hills
Prairie View
Buffalo Grove
Deerfield
Lake Cook Rd.
Wheeling
Prospect Heights
Arlington Park
Arlington Heights
Mt. Prospect
Cumberland
O'Hare Transfer
Rosemont
Schiller Park
Franklin Park
Harvard
McHenry
Woodstock
Crystal Lake
Pingree Rd.
Cary
Fox River Grove
Barrington
Palatine
Fox Lake
Ingleside
Long Lake
Round Lake
Grayslake
Prairie Crossing
Big Timber
Elgin
National St. (Elgin)
Bartlett
Hanover Park
Schaumburg
Roselle
Medinah
Itasca
Wood Dale
Bensenville
Elburn
La Fox
Geneva
West Chicago
Winfield
Wheaton
College Ave.
Glen Ellyn
Lombard
Villa Park
Elmhurst
Berkeley
Mannheim
Franklin Park
Maywood
River Forest
Oak Park
Grand/ Cicero
Aurora
Route 59
Naperville
Lisle
Belmont
Main St. (Downers Grove)
Fairview Ave. (Downers Grove)
Westmont
Clarendon Hills
West Hinsdale
Hinsdale
Highlands
Western Springs
Stone Ave.
La Grange Rd.
Congress Park
Brookfield
Bellwood
Melrose Park
Hollywood
Riverside
Harlem Ave.
Berwyn
LaVergne
Cicero
Kedzie
Western
Halsted
Van Buren
Museum Campus/11th St.
18th St.
McCormick Place
27th St.
35th St. (under construction)
47th St.
53rd St.
55th-56th-57th St.
59th
63rd
Summit
Wrightwood
Ashburn
Brainerd
Gresham
Oak Lawn
Willow Springs
Chicago Ridge
Worth
Palos Heights
Palos Park
Lemont
Lockport
Joliet
New Lenox
143rd St. (Orland Park)
153rd St. (Orland Park)
179th St. (Orland Park)
Laraway Road (New Lenox)
Manhattan
Vermont St. (Blue Island)
Robbins
Midlothian
Oak Forest
Tinley Park
Tinley Park/ 80th Ave.
Hickory Creek
Mokena-Front St.
Flossmoor
Olympia Fields
211th St. (Lincoln Hwy.)
Matteson
Richton Park
University Park
Hegewisch
To S. Bend
Waukegan
North Chicago
Great Lakes
Lake Bluff
Lake Forest
Fort Sheridan
Highwood
Highland Park
Ravinia
Braeside
Glencoe
Hubbard Woods
Winnetka
Kenilworth
Wilmette
Central St. (Evanston)
Davis St. (Evanston)
Main St. (Evanston)
Rogers Park
Ravenswood
Clybourn
Northbrook
N. Glenview
Glenview
Golf
Des Plaines
Dee Road
Morton Grove
Park Ridge
Edgebrook
Edison Park
Norwood Park
Forest Glen
Gladstone Park
Mayfair
Jefferson Park
Irving Park
Grayland
Healy
Western
Mont Clare
Mars
Galewood
Hanson Park
Elmwood Park
Lake Forest
Indian Hill
Winthrop Harbor
Zion
Metra System
UP-N Metra/Union Pacific North
Chicago (OTC) to Kenosha, WI
UP-NW Metra/Union Pacific Northwest
Chicago (OTC) to Harvard and McHenry
UP-W Metra/Union Pacific West
Chicago (OTC) to Elburn
MD-N
Metra/Milwaukee District North
Chicago (Union Station) to Fox Lake
MD-W Metra/Milwaukee District West
Chicago (Union Station) to Elgin/Big Timber
NCS Metra/North Central Service
Chicago (Union Station) to Antioch
BNSF Metra/BNSF Railway
Chicago (Union Station) to Aurora
HC Metra/Heritage Corridor
Chicago (Union Station) to Joliet
SWS Metra/SouthWest Service
Chicago (Union Station) to Manhattan
RI Metra/Rock Island District
Chicago (LaSalle Street Station) to Joliet
ME Metra Electric
Chicago (Millennium Station) to University Park
SS South Shore Railroad
Chicago (Millennium Station) to South Bend, IN
(OTC) Ogilvie Transportation Center (formerly C & NW Station)

System Overview

Metra is the largest and one of the most complex commuter rail systems in the nation. Metra operates a complex system of rail lines, stations, parking lots, platforms, bridges, tracks, crossings, coach yards, substations and fuel facilities.

Metra's rail system is comprised of 11 rail lines operating over more than 1,100 miles of track and 800 bridges. The railroad has more than 1,000 pieces of rolling stock, more than 2,000 signals, 23 rail yards and seven maintenance facilities.

More than 700 trains each weekday serve the Metra system's 240 stations. In 2010, we project Metra will have provided 81 million rides.

Metra Notes

- *240 Stations (5 downtown, 235 outlying)*
- *89,090 Parking Spaces*
- *420 Platforms*
- *821 Bridges*
- *1,155 Miles of Track*
- *574 Grade Crossings*
- *23 Coach Yards (6 downtown, 17 outlying)*
- *11 Substations*
- *5 Tie Stations*
- *12 Outlying Fuel Facilities*
- *487.7 Signal Route Miles*

Board of Directors

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Chairman
Appointing Authority
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Larry A. Huggins
Vice Chairman
City of Chicago

Jack Schaffer
Treasurer
McHenry County

Arlene J. Mulder
Secretary
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Suburban Cook County

James C. LaBelle
Director
Lake County

Edward W. Paesel
Director
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Jack Partelow
Director
Will County

Willis E. Pennington, Jr.
Director
Cook County

Caryl J. Van Overmeiren
Director
Kane County

William A. Widmer III
Director
Suburban Cook County

Chairman's Letter

This past year has been the most challenging for Metra and its employees since the commuter railroad was formed in 1983. Metra is at a critical juncture, but our Board of Directors and all Metra employees are working together to ensure our system continues to provide safe and efficient transportation. We are moving forward through these difficult times and maintaining the high level of service and quality our passengers rely upon.

The financial irregularities involving our former executive director that were uncovered in April 2010 and the fallout from these revelations have deeply impacted this agency. Be assured, however, that the Metra Board is seizing the opportunity and creating a new vision for Metra. We are implementing reforms that will increase accountability and transparency.

Within weeks of those irregularities coming to our attention, the board acted through ordinance to establish an Office of Inspector General for Metra and tasked the respected law enforcement consulting firm, Hillard Heintze, to serve in this capacity on an interim basis until a permanent office can be established. The board also engaged financial risk and management experts Blackman Kallick to perform a risk analysis and an assessment of Metra's internal controls and to identify specific processes that required reform. Many of the practices that came under scrutiny, including executive compensation, 401(k) contributions and vacation payouts, were suspended at that time. At its Sept. 17, 2010, meeting, the board addressed several of these processes through ordinances that refined compensation and vacation practices. On the whole, the board has proactively addressed these issues and will continue to work to incorporate best practices within Metra with input from legislators and concerned private and public stakeholders.

At the same time Metra faced challenges regarding our internal practices, Metra has been experiencing the effects of the nation's slow recovery from its worst recession in 80 years. Ridership continued to decrease as employment in Metra's six-county region continued to decline in 2010. Sales tax receipts, which account for half of our system's operating funding, have also continued to lag behind projections.

Adding to this financial stress is the state's current inability to release funding in a timely manner for our region's transit system. As of the end of August, Illinois had a backlog of about $4.5 billion in unpaid bills. This included about $300 million in payments to the CTA, Metra and Pace.

These factors, coupled with higher health insurance premiums for contract workers and higher than projected maintenance costs, forced us to transfer $35 million in 2010 capital funds to preventive maintenance and $25 million in 2011 capital funds, for a total of $60 million in capital funds transferred to the 2011 operating budget.

In the 2011 budget, Metra will be doing more than diverting capital dollars to maintain our system and levels of service. We will also be holding the line on costs wherever possible. We will continue to hold back on filling vacancies for our workforce and to combine job functions when possible to reduce costs. We will also work to reduce overtime and to trim materials costs wherever possible within the agency.

Collectively, these measures will enable Metra to continue to operate its service safely and reliably, pay our bills on time and meet our 55 percent revenue recovery ratio without a fare increase in 2011.

Though the slow economic recovery will dominate our outlook for 2011, we are still moving forward with projects funded through the American Recovery and Reinvestment Act (ARRA) and the most recent State of Illinois bond program, including the purchase of 160 new Highliner cars for the Metra Electric District.

We are working with elected officials in Washington, D.C. and Springfield to ensure our rail system's needs are represented and funded. This includes preserving the funding earmarks for our four New Starts projects, seeing that the current state bond program is fully funded and working to develop a sustainable source of capital funding for public transit at the state level.

Despite all that has transpired in 2010 and the challenges that we face in 2011, Metra is focused on the 300,000 people who ride our trains each weekday. We welcome continued discussion with our elected officials and all concerned citizens as this board and the staff at Metra work to tackle these issues and keep the public and our riders informed.

We invite you to review this 2011 Program and Budget document to learn more about our plans.

Sincerely,

Carole R. Doris

Chairman
Metra Board of Directors

Maintenance for Performance

Metra provides a vital transportation link for more than 300,000 people each weekday. To provide reliable service at good value, Metra has always emphasized the integral relationship between capital investment and direct operating expense. If our capital assets are continually maintained, operating costs are relatively predictable. Conversely, if capital assets are allowed to deteriorate, operating expenses increase and service reliability suffers.

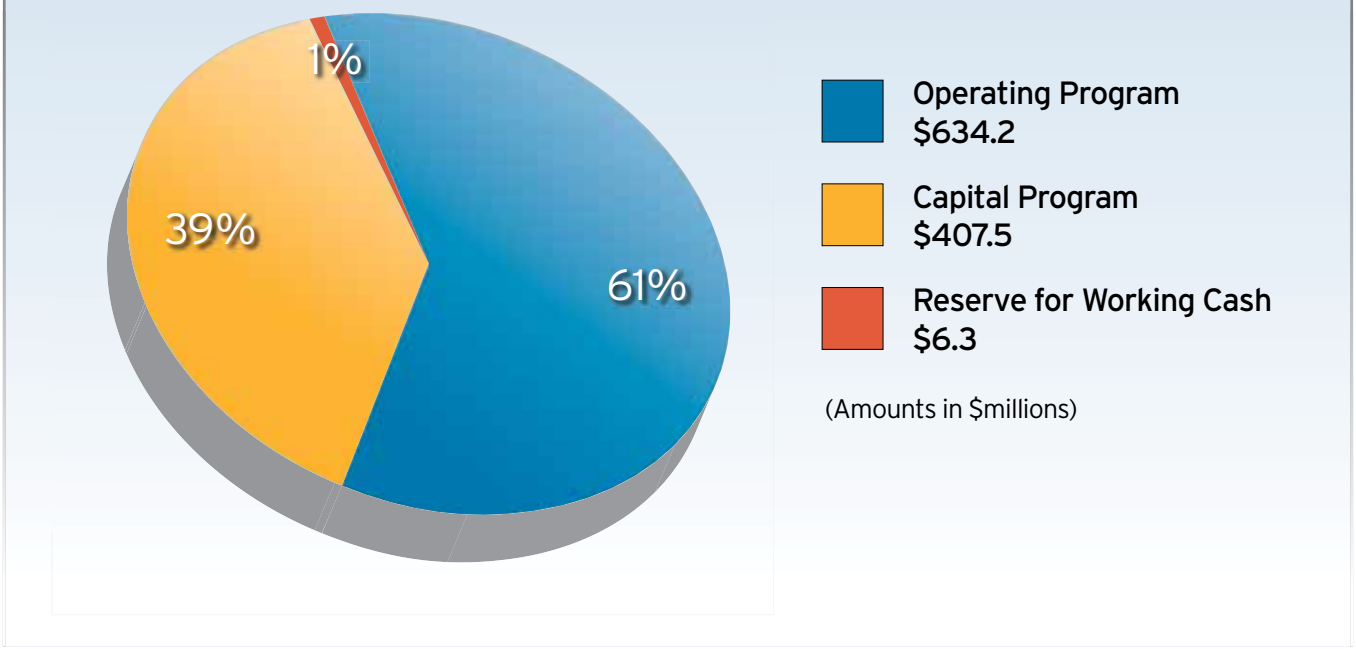
Since 1985, Metra has rebuilt the region's commuter rail network virtually from the ground up. Metra has invested nearly $6 billion to maintain its capital assets, improve the system and expand service. Since 2004, however, we have not received essential capital funding from the State of Illinois. Faced with a poor economy, delays in state subsidy payments and a 2008 tax increase that did not deliver the projected revenue to the RTA, Metra has had to make tough decisions regarding the allocation of resources. The lack of state funding jeopardizes the release of federal dollars for projects that require a state match.

These funding shortfalls have forced Metra to limit capital expenditures to continued maintenance of locomotives and cars, train tracks, stations and infrastructure.

Planned improvements to the Union Pacific West and Northwest lines will be on hold until the funding issues can be resolved. However, there may be some good news on the horizon in the form of funding relief before the end of 2010. Although $29 million in federal earmarks expired at the end of September, there is progress being made to reinstate these funds. These funds have been off limits to Metra for several months due to the state's inability to provide matching funds, which is a requirement for the earmarks.

Table 1

Metra 2011 Uses of Funds (Total=$1.048 Billion)



In addition, a severe reduction in sales tax receipts and reduced ridership, brought about by the nation's economic downturn, have stalled revenue growth. As a result, Metra must focus less on opportunities for future growth and more on everyday maintenance. These challenges threaten to return our system to one of unsustainable capital disinvestment.

For 2011, Metra's total budget for both operations and capital is $1.048 billion. As shown in Table 1 on page 4, this total includes $634.2 million for operations, $407.5 million for capital and a $6.3 million reserve for working cash. To achieve funding necessary for operations in 2011, Metra will transfer $25 million in capital dollars to operations for preventive maintenance to offset shortfalls in sales tax receipts used to fund operations. There will also be an application of $35 million in prior year capital funds toward the 2011 operating budget for preventive maintenance, for a total of $60 million transferred from capital to operations. Utilizing capital funds for operations can sustain our system for the short term. If this trend continues, however, accumulation of deferred capital projects will likely return our regional rail network to the cycle of disinvestment that negatively impacts our ability to sustain current service levels and attain future growth.

Effective Stewardship

As this agency navigates the sluggish economic recovery and diminishing capital resources, we are reaffirming the goals that have helped us create the current Metra system:

- Maintain financial stability through cost containment and revenue enhancement;
- Continue aggressive pursuit of an equitable share of federal, state and local funding;
- Maintain safety, reliability and quality of services and facilities, and promote these attributes in order to expand Metra's share of both traditional and new transit markets;
- Improve efficiency and cost effectiveness of operations and services; deploy available capacity in a way to increase ridership levels while minimizing the need to expand fleet size;
- Promote development of a regional rail network that responds to the realities of metropolitan growth and improves the mobility of all citizens in the region; and
- Actively pursue opportunities to use commuter rail to support environmental quality and rational, efficient land use and development.

Metra's able stewardship of available financial resources has served the commuting and tax paying public. Metra has historically performed better than its peers on virtually every significant measure of cost effectiveness and efficiency, as confirmed in an Illinois Auditor General analysis (Table 2). In fact, Metra's cost-per-passenger trip, cost-per-passenger mile and subsidy-per-passenger mile have shown little or no growth over time and have actually shown a reduction once adjusted for inflation.

Table 2

Metra Peer Comparison Summary

	Relative to Peers
Efficiency	
Operation Cost Per Vehicle Hour	Better Than Peers
Fringe Costs As Percent of Salaries	Better Than Peers
Operators Wages Per Vehicle Hour	Better Than Peers
Vehicle Maintenance Expenses Per Vehicle Hour	Better Than Peers
General And Administrative Hours Per Train Hour	Better Than Peers
Effectiveness	
Passengers Per Vehicle Hour	Better Than Peers
Cost Per Passenger	Better Than Peers
Operating Cost Per Passenger Mile	Better Than Peers
Farebox Recovery Shortfall Per Passenger	Better Than Peers

**Information on this chart taken from the State of Illinois Office of the Auditor. General Performance Audit: March 2007*

Ongoing Capital Projects

The transit system in Northeast Illinois is facing a growing backlog of capital projects. Metra is ready to move forward on several projects that have received funding commitments. We will also continue to work with local, state and federal officials to ensure full funding of the current state bond program and the reauthorization of the federal transportation program. Funding provided to Metra under the American Recovery and Reinvestment Act (ARRA) is helping Metra to maintain and rebuild the region's commuter rail network. The money available through ARRA and the projects funded through the state program will position Metra so that it is better able to respond to the demand for more and better commuter rail service once the economy recovers and we re-enter a period of sustained economic growth.

Projects being funded through ARRA include the Union Pacific North line bridge program, which will reconstruct 22 bridges on this heavily used line that are more than 100 years old. The project will also rebuild the Ravenswood station, the ninth busiest outlying station in the Metra system, improving this facility for our customers and making it fully accessible to persons with disabilities. ARRA and other federal sources are providing funding for a new station at 35th Street on the Rock Island District. This station, which is scheduled for completion by the end of 2010, will provide easy access to U.S. Cellular Field, the Illinois Institute of Technology, Chicago Police Headquarters and Chicago's Bronzeville neighborhood. ARRA money is also allowing Metra to continue to remanufacture its locomotive fleet.

Metra's Union Pacific West Line is undergoing major renovation, including new track alignments, enhanced signal systems, and improved station designs and passenger safety features. Once completed, the West Line will serve as a model for similar safety improvements systemwide, including an advanced train warning system, additional pedestrian gates and improved pedestrian traffic controls, increased intertrack fencing, and brighter, more conspicuous platform signage. The West Line project is made possible through an innovative public-private partnership between Metra and the Union Pacific Railroad and will benefit both freight and passenger operations.

Positive Train Control (PTC) will ultimately be deployed across Metra's entire system. PTC is a federally mandated signal system that will provide an added level of safety for our train crews and passengers through the use of global positioning satellites to track and control train movements. Both core capital and State of Illinois capital bond funds will be used to meet the Congressional deadline for implementation of 2015.

Numerous additional track, signal, and electrical projects are planned or underway as well as projects that address rail/highway grade separation, parking, and station improvements. The Belmont Road grade separation project in Downers Grove on the BNSF Railway is a major project underway aimed at improving service efficiency and passenger safety. Cyclical track and tie programs also continue. In 2009, Metra reached a milestone in this regard with 100 percent of Metra-owned track now consisting of continuous welded rail.

We believe Metra is positioned to move forward as the economy recovers, but the continued transfer of capital dollars to cover preventive maintenance costs is not sustainable over the long term. Metra has worked hard to tighten its belt and to make the decisions necessary to live within its means and still meet the demands of the commuting public. These efforts will continue as Metra looks to modify operating practices and staffing levels to ensure maximum cost efficiency. Metra's plans for 2011 and beyond are set forth in greater detail on the following pages of this document, including an expanded capital section outlining our core program and state capital program (Appendix, pages 33–45).

Investing for Today & the Future

Many of today's riders did not use commuter rail when Metra was first created and, therefore, have no memory of the deteriorated condition of the rail system we inherited. Century-old infrastructure had seen a bare minimum of preventive maintenance. Outdated rail facilities and yards hampered our efforts to maintain our equipment and provide on-time service. During the past 25 years, Metra has spent $6 billion to renew its capital assets. These projects have created the safe and reliable service our riders have come to expect.

Capital projects are just one way Metra is investing in its future. Pursuing the benefits of new technologies that improve performance and customer service and maintaining a well-trained workforce are the types of investments that help Metra meet its goals of providing safe, affordable and reliable transportation. In 2011, Metra will continue to pursue and implement programs that keep costs in line and take advantage of potential revenue sources.

The renewal and expansion of our capital assets reached a high point in January 2006 with the completion of three New Starts projects of critical importance to the region: the extension and expansion of the SouthWest Service to Manhattan, the extension of the Union Pacific West line to Elburn. and the expansion of service on the North Central Service. Each of these projects was completed on time and under budget.

However, since 2004, the absence of any new Illinois capital program has hampered Metra's efforts to move forward with plans for further expansion of the regional rail system. These plans include four New Starts projects: the STAR line, the SouthEast Service and upgrades on the Union Pacific West and Union Pacific Northwest lines. Those projects require a local source of matching funds to qualify for funding from the federal government, and as yet, a local source has not been identified. The state bond program enacted in 2009 does not provide the resources necessary for this local match.

For the past several years, our Program and Budget document has discussed the need for new capital funding sources to enable Metra to continue to invest in the system and uphold our current levels of service and reliability. These needs began to be addressed in 2009, when the Illinois General Assembly passed a new bond program that would provide up to $1.1 billion for Metra's capital program. An additional $140.9 million in capital funding was also made available to Metra in 2009 through the American Recovery and Reinvestment Act (ARRA), more popularly known as the federal economic stimulus program.

35th Street station construction

Federal stimulus dollars are already being put to use on projects as far-ranging as the remanufacture of 40 locomotives, the replacement of bridges on the Union Pacific North line and Metra Electric District, the restoration of the Winnetka station, various station parking and platform projects, signal system work on the BNSF line and the creation of a new station at 35th Street on the Rock Island line.

Metra estimates that we would require a minimum annual investment of $275 million, to maintain our current system at a level of good repair. This estimate does not include funds necessary to achieve a state of good repair, nor does it include funds for service or capacity expansion on our current system.

The actions of our elected officials in both Washington, D.C. and Springfield during the past year have improved our ability to maintain our existing system. But future state bond programs will be needed to enable Metra to maintain a state of good repair as well as match federal dollars for expansion projects for the Chicago region's future transportation needs.

State of Illinois Bond Program Highlights

The State of Illinois has passed a $2.7 billion capital bond program through 2014 for public transit. Metra will receive $1.1 billion from this program for capital improvements. We are enthusiastic about the purchase of new Metra Electric District Highliner cars and the various station improvements that these funds are enabling us to complete. While future bond projects are programmed, there remains the lack of a definitive revenue source to guarantee full funding.

The largest portion of Metra's allotment from the State of Illinois bond program will be used for rolling stock purchases as shown in Table 3. The largest remaining portions of capital dollars provided through the State of Illinois capital bond program in future years will be used for bridges at $161.5 million and station and parking projects at $135.7 million.

Table 3

Metra Proposed State of Illinois Capital Bond Program* (in $000s)

Capital Assets	2010	2011	2012	2013	2014	2010-2014 Total
Highliner Cars Replacement, MED (160)	$118,800	$171,900	$146,800	$65,100	$82,500	**$585,100**
Renew Bridges	0	18,525	19,125	70,000	53,850	**161,500**
Positive Train Control	0	10,000	20,000	35,000	35,000	**100,000**
CREATE Program	0	2,000	5,000	5,000	5,000	**17,000**
Yard Improvements	0	10,000	10,000	21,775	59,575	**101,350**
Stations	38,200	23,500	35,000	39,050	0	**135,750**
Total Bond Program	**$118,800**	**$235,925**	**$235,925**	**$235,925**	**$235,925**	**$1,100,700**

**Use of Bond funding is subject to the release of funds and prioritizing of projects by the State of Illinois in order to meet cash flow requirements.*

Our first capital obligation under the State of Illinois bond program is to replace 160 Highliner cars used on our Metra Electric District. We have long stated that this project is our top priority. The cars in this fleet date back to 1971 and can no longer be rebuilt or refurbished. The new cars will include bathrooms and modern propulsion systems. In August 2010, the Metra board approved a $560 million contract with Sumitomo Corporation of America and Nippon Sharyo, Ltd., for this purchase. The first cars of this order are expected to be delivered within 24 months.

The remainder of the state capital program will be used to address a backlog of infrastructure projects across the region, which will enable Metra to bring its system to a state of good repair. For our riders, this will mean fewer slow zones, fewer mechanical failures and a number of station and parking improvement projects across the region.

Metra Moving Forward

Metra has been through extremely trying and difficult times in 2010, but the board has seized the opportunity to shape Metra's future and to ensure transparency and fairness as it continues to provide impeccable service to its more than 80 million annual riders. The Metra Board has taken several steps to amend procedures that were in place and give the board greater oversight.

In May, the Board retained the law firm of Johnston Greene to serve as Board counsel. Johnston Greene's attorneys have broad experience representing governmental entities and boards in the types of issues that the Metra Board needed to address. As Board counsel, Johnston Greene will report directly to the directors and provide them with advice and representation that is independent of Metra's legal department.

JOHNSTON | GREENE | LLC

The Metra Board of Directors has also established two review committees to look at the policies, procedures and standards of Metra's compensation system and other personnel procedures.

A five-member Financial Practices and Reporting Review Committee reviews financial and control issues.

Another five-member Executive Committee is tasked with reviewing current board governance including the oversight of the executive director. The committee is working closely with the outside counsel to advise the board of directors.

In May, the Metra Board of Directors established an Office of the Inspector General for Metra, and retained the professional security and investigation firm of Hillard Heintze to serve as interim Inspector General, and to provide recommendations regarding the structure of a permanent office. Hillard Heintze has set up a complaint hotline and website and are investigating complaints. If necessary the investigation professionals at the firm will refer their findings to outside law enforcement agencies.

HILLARD HEINTZE

Because of serious abuses uncovered in the executive director's office, in June the Metra board tasked Blackman Kallick, the respected accounting firm, to perform a risk assessment and control analysis. Blackman Kallick has identified the key areas for further review, and is conducting testing of those areas. A report on their findings and recommendations is expected in November.

Also in June, the Metra Board of Directors engaged the independent management consulting firm of Slavin Management Consultants to undertake a national search for a permanent executive director. Slavin Management Consultants operates a nationwide management consulting practice.

SLAVIN MANAGEMENT CONSULTANTS

Office of Inspector General

Metra has established an Office of Inspector General (OIG) by ordinance and tasked the respected law enforcement firm of Hillard Heintze, LLC, led by former U.S. Secret Service Special-Agent-in-Charge Arnette Heintze, to serve on an interim basis.

Establishing an OIG program "from the ground up" is not a simple task. However, we are committed to continuing our discussions with legislators and other concerned private and public stakeholders in utilizing key building blocks of best practice-based OIG programs in order to create this very important function at Metra.

Authorization and Mandate: On May 26, 2010, the Metra Board of Directors passed Ordinance Number 10-4. This ordinance articulated the Metra Board's commitment to honest and efficient operation of commuter rail services and affirmed its belief that the establishment of a new Metra Office of Inspector General (OIG) would significantly further these goals.

The ordinance also (1) established the OIG and gave the office jurisdiction over Metra and all board members, officers, employees, contracts and others doing business with Metra and (2) charged it with investigating allegations of fraud, waste, abuse and mismanagement, among other OIG responsibilities.

The board then formally appointed Hillard Heintze as the interim Metra Inspector General and, in addition to the responsibilities outlined in the ordinance, also tasked it with recommending to the board an overall budget and any necessary rules required for the effective operation of the function and its establishment on a permanent basis.

Activity Summary
Actions Taken by Hillard Heintze as of Oct. 8, 2010: Since May 26, 2010, Hillard Heintze has undertaken, or is in the process of undertaking, seven distinct but closely related tasks.

Infrastructure Development
With respect to its initial charge, Hillard Heintze has established the infrastructure for the interim office and created the necessary processes, protocols and procedures to receive allegations and conduct the appropriate investigations.

Receipt and Documentation of Allegations: As of Oct. 8, 2010, Hillard Heintze—in its capacity as the interim Office of Inspector General—has received 91 allegations of which:

- 84 complainants have been interviewed (seven were nonresponsive or refused)
- 24 cases were investigated and closed without findings
- 14 cases were unfounded (requests for information, political complaints, etc.)
- 17 cases relate to specific allegations that are currently actively being investigated
- 26 cases were consolidated into four groups of active policy and practice investigations
- 10 cases were referred to Metra

Status of Investigations: As of Oct. 8, Hillard Heintze has 21 active investigations, 17 of which relate to specific allegations within its purview and four consolidated management investigations. These four consolidated policy and practice investigations are the direct result of 26 allegations received that were found to have unsubstantiated personal complaints, but alleged similar behaviors warranting management reviews of hiring and promotion, procurement, disciplinary and termination procedures and pay or overtime issues. Lastly, ten complaints involved issues that were referred to Metra management regarding customer service complaints or management issues that did not fall with the OIG's authority. Of these, Metra has responded with a resolution to eight, and two are pending.

Near-Term and Long-Term Program Development: Since being appointed to this function, Hillard Heintze has (1) identified other public transit organizations with an inspector general (IG) function; (2) analyzed core IG program development areas; (3) deliberated internally as a team on these findings and insights as well as their strategic implications for Metra and the organization's current objectives, resources and environment; and (4) summarized this information in a 103-page final report delivered to Metra's board on Aug. 11, 2010. In short, the report sets out a practical and achievable vision for the new Metra OIG, describes how other public transit organizations have established the function and examines the most critical "building blocks" necessary to establishing the office, from mission and authority to staffing, operations and funding. In addition, the report provides three different scenarios for launching the permanent Metra Office of Inspector General along with 15 strategic recommendations on how best to establish a strong, independent and sustainable function in the most practical and cost-effective way.

Advisory Counsel to the Board: Based on information emerging from individual investigations as well as strategic insights and conclusions reasonably gathered from patterns evident across multiple allegations, complaints and investigative cases, Hillard Heintze has initiated the process of reviewing, coordinating and recommending to the Metra Board methods and procedures to increase the integrity of Metra. This counsel has taken the form of phone calls and conferences, in-person meetings and will also include an ongoing series of advisory memoranda on management issues relating to administration, operations and finance that will be completed by year's end. Topics to be addressed by these memoranda include, for example, (1) the need to define a clear, actionable and long-term Metra strategic plan and (2) the importance of improving and rationalizing Metra's employee discipline and enforcement process.

Education and Outreach: In order to meet its mandate, Hillard Heintze, as interim Metra OIG, has laid the foundation for an awareness campaign using billboards posted in Metra trains, stations and the administrative office. These posters are designed to inform all key internal and external stakeholder audiences – including Metra employees, suppliers and contractors as well as the general public – of (1) the creation and existence of the IG function, (2) its purpose and primary activities and (3) the importance to Metra's future that stakeholders come forward and contact the OIG to report any information pertaining to incidents of fraud, waste or abuse.

Development of the First Metra OIG Annual Report: In line with Ordinance 10-4, Hillard Heintze, as the interim OIG, is preparing an annual written report to the Metra board, outlining the activities of the OIG for the year. This report will be presented to the board in January 2011.

Ridership

Metra's primary customer base is suburban residents who work in downtown Chicago. According to Metra's 2006 Origin-Destination survey, 77 percent of weekday morning riders board in the suburbs and alight in downtown Chicago. The same survey indicated that more than 90 percent of all Metra trips are for business and work purposes.

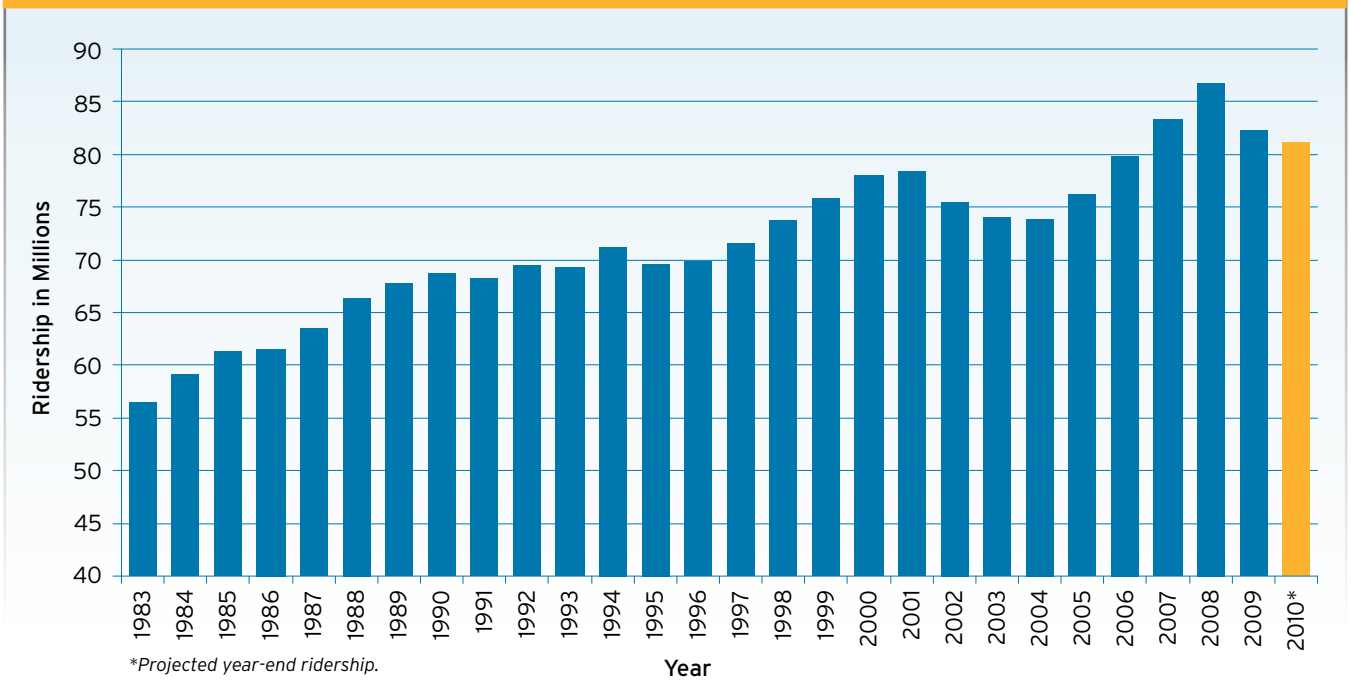
Pushed by record fuel prices and extensive road construction projects, ridership reached record levels in 2008 at 86.8 million. However, the picture was different in 2009 with ridership declining to 82.3 million. Much of this decline is due to job losses caused by the economic downturn. Fuel prices have also declined significantly since the July 2008 peak of $4.34 per gallon. Employment in the region has continued to decline through July 2010, marking the 26th consecutive month of job losses. This is the most protracted period of employment declines in the region since December 2002. Given the current economic environment, Metra is projecting 81.1 million riders in 2010 (Table 4).

As the economy recovers and traffic congestion worsens, more of the region's workers will look for alternatives to driving. The capital dollars being made available through the state's new bond program and the federal stimulus program will enable Metra to maintain the levels of service and reliability that will attract new and retain existing riders.

Whenever possible, Metra has reallocated equipment and modified schedules to meet customer demand. Over the past several years, schedules have been adjusted on six of our rail lines to better serve the weekday riders.

Table 4

Reported Ridership: January-December, 1983-2010*



*Projected year-end ridership.

Fares

In February 2010, Metra implemented fare adjustments to simplify on-board fare collections. The simplified fare structure rounded all one-way fares to the nearest quarter to simplify collections for conductors. The new pricing strategies had a limited effect on most of Metra's regular daily riders as most of this group purchase monthly or 10-ride tickets and those fares were not increased. Metra has no plans to increase fares in 2011.

In 2010, Metra increased its weekend fare from $5 to $7. This was the first increase in the history of the weekend fare program, which began in May 1991. Metra also increased the penalty for on-board ticket purchases from $2 to $3 to encourage advance ticket purchases at stations and over the Internet.

As of September 2009, Metra's website began accepting credit cards for monthly pass and 10-ride ticket purchases. Metra began accepting credit cards in February 2010 for ticket purchases at stations staffed by a ticket agent and at vending machines at key stations on the Metra Electric District.

In March 2008, Illinois law mandated that seniors aged 65 and older and living in the RTA's service region are eligible for free rides on fixed route transit. Metra currently provides nearly 300,000 free trips to seniors each month.

Also in 2008, Illinois lawmakers approved and enacted legislation allowing free trips on fixed-route transit to persons with disabilities, who qualify based on income for the state's "Circuit Breaker" program. Ridership through this program has continued to grow as more people who qualify for this program are certified. Metra currently provides more than 48,000 free trips to program participants each month.

By a variety of measures, Metra fares remain well below those of the other five large commuter railroads in the United States. Almost all commuter rail agencies price their service according to distance traveled, though zone definitions vary from agency to agency. When fares are aligned using Metra's five-mile zones based on route distance from stations to their respective center cities, it is clear Metra offers a significant value to its riders. The following chart compares monthly ticket fares by zone between Metra and the nation's largest commuter railroads (Table 5).

Table 5

Comparative Monthly Ticket Fares by Metra Zone

Metra Fare Zone	Distance (miles)	Metra	Average Equivalent Fares					Large System Average*	% Difference from Metra
			LIRR	NJT	MNRR	MBTA	SEPTA		
A-A	0.0-5.0	**$58**	$149	$116	$141	$59	$84	$110	89%
A-B	5.1-10.0	**$63**	$154	$147	$164	$128	$113	$141	122%
A-C	10.1-15.0	**$90**	$177	$178	$174	$156	$141	$165	83%
A-D	15.1-20.0	**$103**	$201	$215	$193	$181	$161	$190	85%
A-E	20.1-25.0	**$116**	$217	$265	$212	$209	$180	$216	86%
A-F	25.1-30.0	**$128**	$232	$306	$241	$225	$189	$238	86%
A-G	30.1-35.0	**$139**	$249	$361	$243	$235	$191	$256	84%
A-H	35.1-40.0	**$153**	$274	$400	$287	$248	$191	$280	84%
A-I	40.1-45.0	**$165**	$298	$411	$287	$250		$312	89%
A-J	45.1-50.0	**$178**	$306	$414	$330	$250		$325	82%
A-K	50.1-55.0	**$190**	$306	$421	$330			$352	85%
A-L	55.1-60.0	**$204**	$317	$428	$368			$371	82%
A-M	60.1-65.0	**$217**	$362	$440	$368			$390	79%

**Average of large agencies, not including Metra*

Metra's Board has long held to a policy of incremental fare increases to address rising costs while minimizing ridership losses. By holding our base operating expense in check and by investing in capital improvements that reduce overall operating costs, Metra has been able to maintain a stable fare system and levels of increases throughout its history. Despite the constraints of the current economic environment, we see no need for a radical departure from this philosophy.

Maintaining Our Ratio

At 55 percent, the recovery ratio represents the ratio of Metra system revenues to expenses, less certain exclusions that must be achieved within the statutory provisions of the RTA Act. For 2011, RTA is excluding $41 million in Metra expenses from this calculation. With this exclusion, Metra expects to maintain a 55 percent recovery ratio through 2011.

The operating efficiencies, created through prior capital programs to renew and replace aging equipment and infrastructure, have been a major factor in our ability to achieve such a high recovery ratio. Stable sources of capital funding are necessary to maintain levels of investment that will maintain the quality and efficiency of our service.

Capital Program

In 2010, Metra made great strides in working with the funding available to maintain the high quality of service passengers have come to know and expect. Additionally, Metra has been working continuously to find ways to improve the system and maintain a state of good repair.

The 2011 core capital program (Table 15, page 44) is funded through federal fixed guideway and federal formula funds, as well as Metra farebox capital funds. The supplemental capital program includes congressional initiatives, homeland security funding, federal Congestion Mitigation and Air Quality (CMAQ) funding and State of Illinois capital bond program funds.

Without new sources of funding for capital in 2011, Metra riders will see a depletion of service quality and on-time performance. Rail cars will be rehabbed less frequently, station renewal projects will be delayed and equipment failures and train overcrowding will become more frequent because there is a lack of funding for car overhauls and new equipment purchases.

The 2011-2015 Metra capital program included in this document (Table 16, page 45) shows funding available from current resources, including the State of Illinois capital bond program funded through 2014.

Rolling Stock

For Metra to maintain a state of good repair, rail cars must undergo rehabilitation every 15 years, meaning that 50 rail cars per year must go through our rehab program. Without a state capital program, Metra has been able to rehab only 23 cars per year since 2005, resulting in an 18- to 19-year rehabilitation cycle. Our locomotives must be rehabbed every 10 years to maintain good repair. Currently, that cycle has been extended from 10 to 12 years.

ARRA-funded improvements to Metra's rolling stock fleet included the remanufacture of locomotives for $71 million and federally mandated air conditioning conversion of commuter cars for $1.3 million. Both of these projects extend the life of our fleet and will meet new Environmental Protection Agency (EPA) emission regulations.

Remanufacturing locomotives provides a significant cost savings for Metra while extending the life of this equipment by an estimated 25 years. The cost of remanufacturing a locomotive is $1.7 million versus $4 million for a new locomotive. Rehabilitation of rail cars also represents a significant cost savings for Metra, while extending the life of the equipment and improving service for our riders. Rail car rehabilitation costs Metra $800,000 per car versus $2.5 million for a new gallery car.

Through the 2010 State of Illinois bond program, Metra has initiated the replacement of Highliner cars used on the Metra Electric District. $585 million has been programmed through the bond program for the purchase of 160 Highliner cars.

Our five-year capital program calls for such additional rolling stock projects as locomotive improvements at $66.9 million, the rehabilitation of commuter cars at $191.2 million, fleet component overhaul at $14.4 million and new bi-level cars at $20.7 million.

Track & Structure

Track and structure is the foundation of the Metra system. Without the continual renewal of track components, retaining walls and bridges, Metra's reliable on-time service would evaporate and the wear and tear on our rail cars and locomotives would increase. Since Metra was formed, we have spent $994.2 million on track and structural replacement.

ARRA-funded improvements include $40.1 million toward the reconstruction of 22 bridges on the Union Pacific North line and $3.5 million toward several Metra Electric District bridges.

To maintain a state of good repair, Metra has established a continual cycle of inspection and renewal for its track and structures. We currently replace 80,000 ties and 45 rail crossings per year. Ballast and track resurfacing is performed on a 4-year cycle, and since 1980, 83 bridges on the Metra system have been replaced.

Track and structure project highlights in the 2011-2015 capital program include nearly $239.5 million for bridge replacement and retaining wall rehabilitation, with $161.5 million provided through the State of Illinois bond program. Nearly $55.9 million is programmed for the replacement of ties and ballast, $13 million for railroad crossing replacement, nearly $29.3 million for rail replacement and $11.8 million for structural upgrades.

Signal Electrical & Communications

Signals and communications systems are vital to safe railroad operations. Since Metra's formation, we have invested $518.9 million to upgrade our signal systems. These signal systems are aging and replacement parts are limited in availability.

ARRA-funded improvements include fiber optic installation and road crossing upgrades along the BNSF Railway in the amount of $7 million.

The Metra system has 574 at-grade crossings, of which 148 are interconnected with traffic signals. Maintaining and upgrading crossing signal systems is also critical for safety. The 2011-2015 program includes $197.9 million for signal improvements.

Infrastructure Improvements

When Metra formed in 1984, none of our lines could support operating speeds of 79 mph. Some 15 percent of our tracks were so deteriorated that train service could operate no faster than 10 to 25 mph, and only 59 percent of our system had continuously welded rail.

Today, 97 percent of our system is capable of supporting train speeds of 79 mph, over one million ties have been replaced and 100 percent of Metra-owned rail is now continuously welded, with more than 130 miles of new track.

What this means to our customers is a smoother ride and more reliable, on-time performance.

The 2011-2015 program also includes $21.6 million to upgrade interlockings, which will improve operational efficiency and enable increased capacity on our system; nearly $37 million in electrical systems improvements; $6 million in communications improvements; and $102 million for the further installation of communications-based Positive Train Control (PTC) on our rail lines. PTC is a federally mandated signal system that will provide an added level of safety for our train crews and passengers; $100 million is programmed in the State of Illinois bond program toward this directive.

Facilities & Equipment

Metra has 18 rail yards and seven maintenance facilities. When Metra took over commuter rail operations in Northeastern Illinois in 1984, most of these facilities were out of date and inefficient. To date, $461.6 million has been spent to modernize our rail yards and shops.

The majority of these capital expenditures occurred more than a decade ago, and now additional capital investments must be made. Equipment and vehicles have reached the end of their useful life and must be replaced. Upgrades and expansions are also necessary to accommodate future system expansion. The five-year program includes $159.3 million for Metra's support facilities and equipment. These projects can have an immediate impact on Metra's operating budget since operating costs increase when equipment doesn't run at optimum efficiency.

The State of Illinois bond program will provide nearly $101.4 million in resources for yard improvements along our system through 2014.

Stations & Parking

Station and parking improvements are some of the most visible capital improvements to our customers. We have invested $915.6 million since 1985 to improve our stations and parking facilities.

Through the ARRA funding, Metra was able to fund station restoration at Winnetka for $5 million, platform renewal at the Joliet, Lockport and Golf stations in the amount of $2.4 million, parking expansion at Pingree Road and Elburn stations in the amount of $2.8 million and new station development at the 35th Street station on the Rock Island District in the amount of $6.8 million. The parking expansion projects at Pingree Road and Elburn and the Golf station project were completed in 2009. The 35th Street, Joliet, Lockport and Winnetka station projects are on schedule for completion in the fourth quarter of 2010.

The 2011-2015 core capital and State of Illinois bond program allocate $175.8 million for station and parking improvements. Of that total, the State of Illinois bond program will provide resources for engineering and construction of station improvements throughout the Metra system in the amount of approximately $135.8 million. A list of these bond-supported projects can be found in Table 6.

Table 6

Metra Stations: State Bond Program

Station	Rail Line	Total
Naperville	BNSF	$1,700,000
Cicero (Station & Parking)	BNSF	6,500,000
Fox River Grove	UP-NW	2,000,000
Elmhurst Deck	UP-W	2,500,000
Geneva Deck	UP-W	3,500,000
New Romeoville Station	HC	2,000,000‡
Flossmoor	MED	5,000,000
Hazel Crest	MED	5,500,000
Burr Oak	MED	4,500,000
59th Street	MED	8,000,000
Healy	MWD-N	4,500,000
New Auburn Park Station	RID	11,500,000*
New Peterson/Ridge Station	UP-N	5,000,000†
River Forest	UP-W	5,500,000
Downers Grove Main Street	BNSF	4,000,000
63rd Street	MED	8,000,000
Calumet	MED	5,500,000
Ashland Avenue	MED	4,000,000
Racine Avenue	MED	4,000,000
Mayfair	MWD-N	3,000,000
Grayland	MWD-N	3,000,000
91st Street	RID	9,000,000
115th Street	RID	9,000,000
Hickory Creek	RID	4,000,000
Blue Island–Vermont	RID	3,150,000
Hubbard Woods	UP-N	6,900,000
Cumberland	UP-NW	4,500,000
Total		**$135,750,000**

** Additional funds required to complete entire project scope.*

† Representative Osterman initiative has resulted in $10 million DCEO commitment.

‡ Metra's contribution is for platform construction; Romeoville will pay for any additional costs.

Preventive Maintenance

Optimally, the capital program is the result of proactive strategic decisions driven by available resources, worthy investments, asset preservation and system longevity.

The 2011 program includes the transfer of $25 million in capital funds to operations for preventive maintenance. Capital fund transfers for preventive maintenance from prior years in the amount of $35 million will also be applied to the 2011 operating budget.

Potential adverse effects of diverting capital funds to operations repetitively include: unscheduled repairs that can result in service delays, deteriorated structural conditions that can result in slow orders, deteriorated yard conditions that can result in maintenance impedance, electronics obsolescence that can result in slow orders, and vehicles and equipment utilized beyond their useful life which can yield slow response time.

New Starts Program

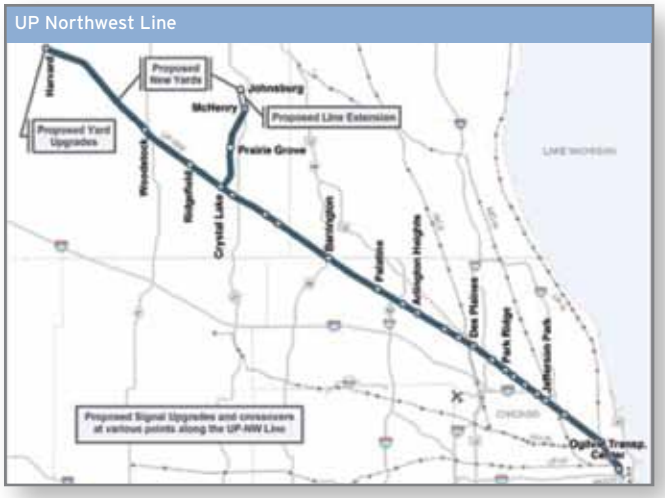
Since its formation, Metra has remained focused on its fundamental mission to preserve, modernize and expand commuter rail service throughout the six-county metropolitan region. Metra has consistently made the investments required to enhance system reliability, operational performance and cost efficiency.

In 2006, Metra marked the successful completion of three New Starts projects: the capacity expansion and extension of the SouthWest Service (SWS) to Manhattan, the extension of the Union Pacific West line to Elburn and the capacity expansion of the North Central Service (NCS). The Federal Transit Administration has lauded Metra's planning, engineering and management of all three projects, noting they were completed on schedule and within budget.

Four Metra New Starts projects were authorized in the most recent Federal Transportation Act: the Safe, Accountable, Flexible, Efficient Transportation Equity Act, a Legacy for Users (SAFETEA-LU). These proposed projects, identified as the Metra Connects program, include the Suburban Transit Access Route (STAR Line) stretching from O'Hare Airport to Joliet, the creation of a SouthEast Service line serving Southeastern Cook and Will counties, the extension and capacity expansion of the Union Pacific Northwest line and infrastructure improvements to expand capacity on the Union Pacific West line. These projects will significantly improve service reliability and operational performance as well as offer new service opportunities for thousands of riders.

By the end of 2010, all four projects will have completed alternative analysis studies and will be poised to move forward into preliminary engineering as the next phase of project development. However, federal transit officials have requested that Metra revise the financial plans for each project, including estimates of how much state capital funding will be available to bring these projects to fruition and how operations of any service expansions will be funded before preliminary engineering work can proceed.

Union Pacific Northwest Line

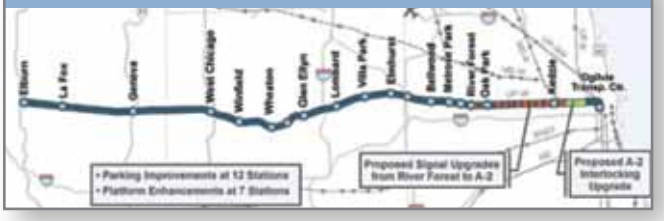


Planned improvements to the Union Pacific Northwest line, Metra's fourth-busiest line, involve extending track, adding new stations and other facilities and enhancing overall service capability. The improvements planned under this project will provide for a significant boost in core capacity, allowing Metra to increase both the number of daily trains as well as the number of express trains operated along the line. The project will also allow Metra to meet the demand for more reverse-commute service and to shift riders from congested stations to facilities with improved service and schedule capacity.

Union Pacific West Line

Metra's Union Pacific West line operates on one of the busiest freight lines in the region. The improvements planned under this project will serve to greatly reduce freight-related delays as well as to expand operational flexibility and allow increases in the number of daily trains and express trains. A key element of the project will be the relocation of the A-2 interlocker, a major "choke point" within the system that affects six of Metra's main lines and nearly 60 percent of its ridership. Enhancement on the Union Pacific West line will also have a positive effect on the nearby BNSF service to Aurora. It is expected that a portion of the ridership on that route will shift to the improved Union Pacific West line, thereby creating new capacity.

UP West Line



SouthEast Service

The SouthEast Service is a new line that will run 33 miles along current Union Pacific/CSX freight right of way from Crete/Balmoral Park into Metra's LaSalle Street Station in downtown Chicago. The proposed SouthEast Service will be an essential addition to the regional rail network both in terms of helping to attract and shape anticipated employment growth as well as reducing traffic congestion.

SouthEast Service

STAR Line

The increase in suburban population and employment—both current and forecast—has fostered the need for the first three New Starts projects. However, such growth has also created, and will continue to create, a demand not just simply for traditional suburb-to-city travel, but for new suburb-to-suburb linkages. There is no longer only one central business district; there are many business districts throughout the region. To serve this development pattern, a fully intra-suburban network of service is needed to augment Metra's primary suburb-to-city market.

Metra's solution is set forth in its fourth and largest New Starts project, the proposed Suburban Transit Access Route, or STAR line. This first-of-its-kind development will connect almost 100 suburban communities and intersect with many of Metra's existing lines.

The initial phase of the STAR line will provide for a commuter line running 55 miles from Joliet to O'Hare Airport. This first phase will connect to four existing Metra lines, freeing capacity on these lines and providing service in areas that are not currently served by Metra. It will also provide a direct tie-in with one of the region's largest economic engines—O'Hare—and other major suburban business centers.

Status

Federal earmarks for preliminary engineering funding for all four New Starts projects expired in September 2010. Sen. Dick Durbin (D-Ill.) is currently working with federal transit officials on Metra's behalf to extend these earmarks for another year and has included language preserving these earmarks in a fiscal year 2011 appropriations bill that will be taken up by Congress when it reconvenes following the November elections.

Metra will continue to work with our representatives in Washington, D.C., to preserve these earmarks and to achieve the regulatory compliance required to allow these projects to move forward. We will also continue to work with the State of Illinois to develop the financial sources necessary to provide the local match funding required.

Metra's current challenges to identify financial resources for these projects do not in any way diminish the necessity of the Metra Connects program to the system and to the region as a whole. The STAR Line, the SouthEast Service, extension and capacity expansion of the Union Pacific Northwest line and the capacity expansion of the Union Pacific West line are vital to Metra's efforts to meet the transportation needs of the 21st century.

Non-Capital Programs

Investing for the Future

Capital projects are just one way that Metra is investing in its future. Pursuing the benefits of new technologies that improve performance and customer service and maintain a well-trained workforce are the types of investments that help Metra meet its goals of providing safe, affordable and reliable transportation. In 2011, Metra will continue to pursue and implement programs that keep costs in line and take advantage of potential revenue sources.

Website

On Sept. 9, 2009, Metra launched a redesign of its website. The new site is customer oriented, providing train service alerts via e-mail and the ability to purchase monthly passes and 10-ride tickets online with credit cards. The site's customizable "My Metra" feature also enables users to create accounts tailored to their train schedules and enables them to automate recurring ticket purchases. By August 2010, more than 37,000 customers had signed up for "My Metra" accounts and more than 787,000 monthly visits were made to www.metrarail.com.

In March 2010, Metra's new mobile website became operational, giving riders with web-enabled phones another option to access the information they need to easily use Metra's rail system. The mobile website is currently averaging about 7,000 users each weekday with increasing traffic on the weekends.

Enhancements to the procurement section of the site were also made in April 2010, enabling business users to set up a "My Metra for Business" account to view and receive current information on Metra's procurement opportunities, bids and contract awards. Enhancements were also recently completed on the human resources pages of the site to provide prospective job applicants expanded information about the job for which they are applying. The site continues to include leadership and organizational information related to board meeting dates, agendas, board minutes and ordinances.

Metra is developing advertising partnerships on the website to offset some of the site's operating costs.

In February 2010, Metra expanded its credit card acceptance program to allow for ticket purchases at stations where an agent is on duty. Credit card purchasing also became available through electronic vending machines at key stations along the Metra Electric District.

Employee Training

Metra's skilled workforce is one of our most valued assets; but as our workforce ages, it is clear we must continue to train and develop new employees to meet the specific needs of the rail industry. The continuation of our apprentice programs, regardless of the constraints of our current economic environment, is critical to Metra's ability to operate service at existing levels.

Currently, more than 50 percent of our skilled mechanical employees are aged 50 or older. Under the current provisions of the National Railroad Retirement Act, employees with 30 years of service are eligible to retire, with full benefits, at age 60. With such a scenario in mind, Metra has, for the past several years, invested in an apprenticeship program to train machinists, carmen, electricians and sheet metal workers. This program focuses on general aspects of these trades as well as functions specific to the railroad industry. We began training for 42 apprentices in 2010 and have budgeted for 24 apprentices in 2011.

An equally significant number of Metra's operations employees, including conductors and engineers, are also nearing retirement age. Training programs for these professions are also ongoing.

Metra employees, after the completion of the initial training programs, are required to complete additional training at regular intervals. Metra is using technology to streamline some of these processes. In September 2009, Metra entered into an intergovernmental agreement with Western Illinois University's Center for the Application of Information Technologies (CAIT) to provide computer-based training courses for employees throughout the Metra system.

Under the agreement, CAIT is working with Metra's Workforce Education and Training team to create two interactive online courses and assist Metra in the creation of a strategic plan and documentation for the implementation of a comprehensive online training system. This partnership allows Metra to build a centralized database-driven training system, improving Metra's ability to track and document its training programs. Online training will increase Metra's flexibility in scheduling training sessions for its employees and cut costs by eliminating the need to staff training classes.

Safety First

Metra was recognized in 2010 for its efforts to work safely and promote safety around railroads to the public at large. Metra received a Silver Harriman Award from the E. H. Harriman Memorial Awards Institute for outstanding achievements in maintaining employee safety. This marks the 12th time Metra has been so recognized for its safety record. Metra also received a Certificate of Commendation from the Harriman Institute for showing the most improvement in employee safety programs over a three-year period. Metra has won more Harriman Awards than all other passenger railroads in the nation combined.

Metra will continue its safety outreach programs in 2011 with particular emphasis on the region's schoolchildren. In its fifth year, Metra's safety poster contest is a key part of our ongoing effort to increase public awareness of railroad safety practices. The 2011 poster contest theme, **"Safety First: Look, Listen and Live,"** will highlight the importance of following the rules and procedures that will keep us all safe around trains and railroad tracks. The winning designs will be distributed as posters to more than 2,000 schools in Northeastern Illinois and will be featured in Metra's safety calendar and on monthly passes.

MetraMarket

In September 2008, Metra and U.S. Equities broke ground on the $43 million MetraMarket project, which transformed an underutilized area at the Ogilvie Transportation Center to create a new retail and dining destination in Chicago's West Loop. In November 2009, the Chicago French Market opened its doors, featuring more than 25 individual vendors offering fresh meats, produce, flowers, baked goods and a wide variety of prepared foods. The property is projected to generate $38 to $40 million in revenues for Metra over the next 25 years.

MetraMarket

Non-Farebox Revenue

Revenue partnerships to support operating expenditures increased in 2010 as Metra continues to identify and pursue various advertisers, partnerships and sponsorships to increase non-ridership revenue. In addition to the traditional advertising at stations and on platforms, our

advertising partner now provides "wrapped" train cars as part of its portfolio to some of our largest advertisers. Metra also directly offers a variety of other advertising opportunities, from our commuter newsletter to ticket-by-mail inserts to redesigning our train schedules to include space for paid advertisers. Additionally, outreach initiatives will pursue corporate grants, as well as various public and private foundation grants, to fund the existing public safety outreach program. In 2011, Metra will contract with a broker to sell online advertising space for our website, including alert pages, promotional emails and mobile opportunities. Metra will also evaluate the potential of sponsorship naming rights for specific rail lines, stations and facilities.

Unrelated to advertising revenue opportunities, Metra continues to generate revenue from property, such as income from parking locations we own and right of way usage from other railroads.

2011 Budget Overview

Metra is proposing a 2011 operating budget and 2012–2013 financial plan that meet the RTA's 55 percent revenue recovery ratio and deficit funding requirements. To meet the mandated revenue recovery ratio for 2011 and not raise passenger fares or reduce train service, Metra was given $41 million in Revenue Recovery Ratio Relief. The Revenue Recovery Ratio Relief program was made available to RTA when the new transit funding legislation was passed in 2008. Metra did not receive any of this relief in 2008 or 2009. For 2010, Metra expects to be over its operating deficit target and below its revenue recovery ratio mark. Metra requested FTA preventive maintenance funds to cover the operating deficit shortfall and revenue recovery ratio relief to meet the revenue recovery ratio target in 2011.

The RTA's projection of funding available in 2011 is only 2.9 percent higher than 2010 budget funding. For 2012, the RTA estimates that available funding will also increase by 2.9 percent over 2011. For 2013, the RTA estimates that available funding will increase by 3.2 percent. The lack of growth in Metra's statutory 85 percent sales tax proceeds, the core component of Metra's operating funding, is illustrated in Table 8 (page 28).

The 2011 operating budget and 2012–2013 financial plan are based upon terms of contractual agreements and reasonable estimates from currently available information. The following additional information about revenues and expenses is provided.

Revenue

Passenger Revenue
Passenger revenue is expected to increase over the 2010 forecast by 0.4 percent. A slower-than-anticipated return of riders, due to the sluggish economic recovery, is estimated to result in a 1 percent increase in ridership. In this slowly recovering regional economy, Metra did not want to further strain the finances of its customers by imposing a fare increase for 2011. Passenger fares in 2011 are being held at the same levels as 2010, meaning that monthly and 10-ride ticket purchasers will not have had a fare increase for three years.

Reduced Fare Reimbursement
Reduce fare reimbursement is budgeted at the same level as for 2010.

Other Revenue

The 2011 Budget for other revenue anticipates slightly higher levels of capital project work than in 2010. This will help to offset the lower levels of investment income expected due to lower interest rates and reduced cash balances and the low or no growth estimates for lease revenues and some of the smaller other revenue categories.

Base Operating Expenses

The 2011 budget for the majority of operating expenses, excluding high-volatility items, is 1.7 percent more than the 2010 forecast. For 2012 through 2013, expenses are estimated to increase in accordance with the terms of contracts and agreements, or with projections of market indices, as applicable. Metra will continue to look at all aspects of operations, including those of the contract carriers, for cost efficiencies. All parties are expected to cut or contain costs wherever possible. As part of Metra's continuing efforts to contain costs, the budget for administration and regional services was increased by only $100,000, or 0.2 percent, from the 2010 forecast.

High-Volatility Items

The highly volatile category of operating expense consists of diesel fuel, health insurance, Office of Inspector General, security, credit cards and internet charges, RTA pension, electricity and the apprentice program.

Diesel Fuel
Average diesel prices have gone from a low of $0.79 per gallon in 2004 to as high as $2.99 in 2008. They are estimated at $2.19 for 2010, and a projected $2.35 for 2011. Whereas our total diesel fuel bill was $18.8 million in 2004 and $74.5 million in 2008, it is estimated to be $54.7 million in 2010. For 2011, our projection is $58.8 million. This is a little more than three times the amount spent in 2004 for diesel fuel. The projected annual average prices for diesel fuel in 2012 and 2013 are $2.33 and $2.37 per gallon, respectively.

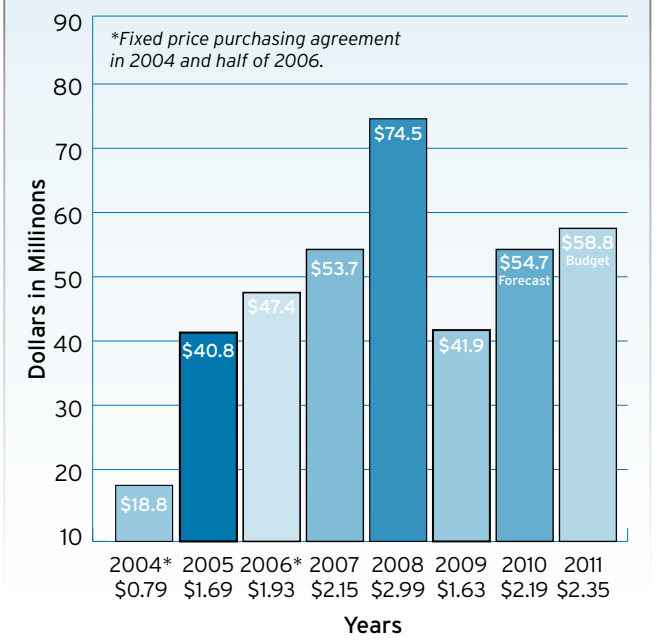
The impact of the rising cost of diesel fuel has become an increasing burden on operating costs. In 2004, diesel fuel was as low as 4 percent of total operating costs. In 2008, it soared to 12.5 percent of operating costs. For 2010, diesel fuel is estimated to be more than 8.9 percent of total operating expenses. In 2011, it will increase to about 9.3 percent of total operating expenses. That is more than double the share of total operating costs as compared to 2004's relative portion.

Security
For 2011, the budget for security has been set at $16.9 million, which is 3.7 percent higher than the 2010 estimate of $16.3 million. Security expenses are expected to increase from 2011 levels in 2012 and 2013 by $0.4 million and $0.8 million, respectively.

Health Insurance
Health insurance costs in 2010 are projected to be $5.2 million or 8.3 percent higher than budget. The premium for contract worker health insurance, which is a national plan covering all contract employees at Metra and all of the freight railroads, increased by almost 19 percent in 2010 over 2009. Early information received related to the 2011 increase was a 12 percent increase in contract worker health insurance. Health insurance for non-union employees is estimated to grow by 8 percent in 2011. The overall increase in health insurance costs for 2011 is assumed to be 11.0 percent over 2010, with slightly more moderate annual growth of 4.4 percent in 2012 and 3.9 percent in 2013.

Table 7

Annual Diesel Fuel Expense



RTA Pension
Metra's annual contributions to the RTA Pension Plan are determined by a third-party actuary. Metra's share of the minimum required annual contribution for 2011 is approximately $150,000 greater than was required in 2010. The required contributions for 2012 and 2013 will likewise be determined by the actuary and are estimated to increase almost $100,000 each year.

Credit Card and Related Charges
In September 2009, Metra inaugurated a new website that included the acceptance of credit and debit cards for the purchase of 10-ride and monthly tickets. In 2010, these credit card and related systems support charges are estimated at $2.9 million. Metra estimates charges for 2011 at $4.5 million, assuming a 75 percent average use level and a full year's charges for related systems support costs. Subsequent years assume a higher level of customer participation and increases in costs for systems and related support areas.

Office of Inspector General
Metra, for the first time in 2011, is budgeting funds for an Office of Inspector General. Metra, in 2010, estimates it will pay an outside firm about $600,000 for a partial year of providing this function. For 2011, Metra is investigating a more permanent office to perform these duties. Budgeting for this office in its initial year used an accepted standard of 0.25 percent of operating expenses. Due to the volatile nature of diesel fuel costs at Metra over the years and projected into the future, it was considered prudent to take 0.25 percent of operating expenses without diesel fuel to establish a 2011 budget for the Office of Inspector General. The budget for 2011 was calculated at $1.4 million, with 2012 and 2013 estimated at $1.5 million for each year.

Electricity
For 2011, Metra is budgeting motive power and electric utility costs to increase by $0.1 million, or 0.6 percent, over the 2010 estimate. 2012 and 2013 are expected to increase by 1.7 percent and 2.8 percent, respectively.

Apprentice Training Program
Like the rest of the railroad industry, Metra is facing a wave of retirements and needs skilled replacements to ensure safe and reliable service. To help meet that need, the budget for apprenticeship programs has been increased to $2.1 million from $1.8 million in 2010.

Funding

The 2008 legislation that provided the service boards with new transit funding projected Metra would receive additional funding. Due to the recession and sluggish recovery, the actual / estimated funding has been between $60 million (2009) and $70.5 million (2013), lower than projected proceeds when the legislation was passed. The annual level of actual / estimated funding versus projections is shown in Table 8. The five-year total of $329 million in lower proceeds has taken a toll on operations, capital planning, and Metra's cash flow. Due to the lower regional sales taxes and the impact on cash flow, Metra advised the RTA that there may instances in which Metra would like to draw from the RTA short-term borrowing authority. Circumstances that could force Metra to seek to use the RTA short-term borrowing include the delay of receiving sales tax proceeds or other funding from RTA or if the Metra cash balance fell below minimum levels.

Summary

Table 11 on page 31 presents Metra's 2011 preliminary budget, and Table 12 on page 32 summarizes Metra's 2011 preliminary budget and 2012-2013 Financial Plan. The Metra preliminary budget and financial plan are presented in a manner consistent with its financial statements, with adjustments in format made, 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 2011 projected cash flow summary is included on page 55 in the Appendix.

Table 8

Metra 85% Sales Tax and New Transit Funding
2008–2013 Actual/Estimated vs. RTA Projections Made in 2007

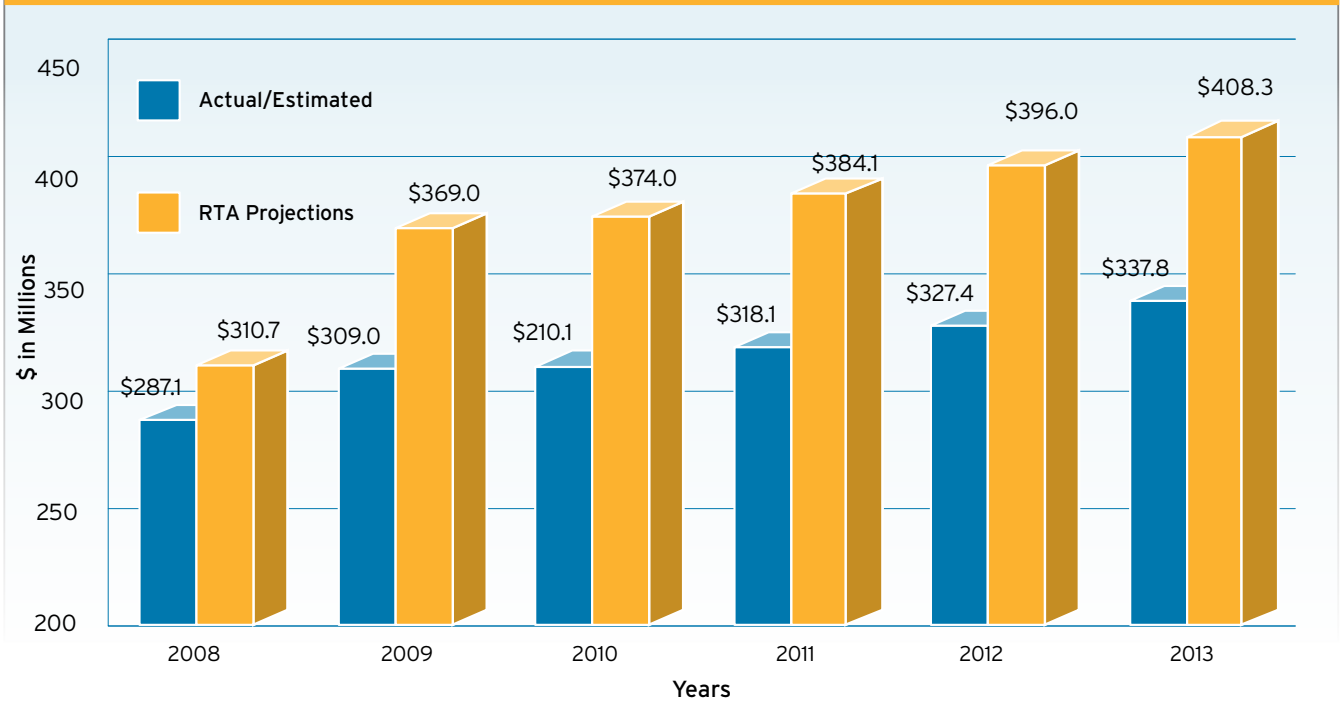


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Table 9

Metra Operating Budget Comparisons 2010 Budget, 2010 Estimate & 2011 Budget ($ in 000s)

	2010 Budget	2010 Estimate	2011 Budget
Revenues			
Total Revenue	**$311,000**	**$295,400**	**$297,300**
Expenses			
Operating Expenses	603,100	611,452	634,202
Capital Fare Program Expenditures	$10,000	$10,000	$10,000
Total Expenditures	**$613,100**	**$621,452**	**$644,202**
Funded Deficit	**$302,100**	**$326,052**	**$346,902**

Table 10

Calculation of 2011-2013 Farebox Recovery Ratios ($ in 000s)

	2011	2012	2013
System Generated Revenues	$297,300	$316,500	$338,200
Additions to Recovery Ratio Revenues	9,000	9,100	9,300
Farebox Recovery Ratio Revenue	**$306,300**	**$325,600**	**$347,500**
Total Operating Expenses	$634,202	$649,600	$670,500
Exclusions from Recovery Ratio Expenses	(36,700)	(37,900)	(39,100)
Additional Revenue Recovery Ratio Exclusion	(41,000)	(20,000)	0
Farebox Recovery Ratio Expenses	**$556,502**	**$591,700**	**$631,400**
Farebox Recovery Ratio	**55.0%**	**55.0%**	**55.0%**

Table 11

Metra 2011 Budget by Carrier & Type of Expense ($ in 000s)

Revenues	NIRCRC	BNSF Railway	Union Pacific	NICTD / South Shore	Total Metra
Passenger Revenue	$108,100	$48,000	$79,100	$3,700	$238,900
Reduced Fare Subsidy	1,700	400	1,300	0	3,400
Other Revenue	54,600	0	100	300	55,000
Total Revenues	**$164,400**	**$48,400**	**$80,500**	**$4,000**	**$297,300**

Expenses	NIRCRC	BNSF Railway	Union Pacific	NICTD / South Shore	Total Metra
Capital Fare Program Expenditures	$10,000	$0	$0	$0	$10,000
Transportation	83,100	19,100	55,700	2,700	160,600
Maintenance of Way	62,000	3,500	37,200	1,100	103,800
Maintenance of Equipment	53,000	16,800	35,200	1,800	106,800
Subtotal: Operations	**$198,100**	**$39,400**	**$128,100**	**$5,600**	**$371,200**
Administration and Regional Services	$26,200	$6,300	$17,700	$1,300	$51,500
Risk Mgmt, Insur, Claims & Related	10,600	1,200	3,000	200	15,000
Downtown Stations	7,400	5,100	1,500	0	14,000
Subtotal: Base Operating Expenses	**$242,300**	**$52,000**	**$150,300**	**$7,100**	**$451,700**
High Volatility Items					
Diesel Fuel	$23,200	$10,500	$25,100	$0	$58,800
Security	13,000	1,100	2,700	100	16,900
Health Insurance	48,000	7,600	18,400	1,400	75,400
Credit Card and Internet Charges	2,600	400	1,400	100	4,500
Office of Inspector General	1,400	0	0	0	1,400
RTA Pension	5,802	0	0	0	5,802
Electricity	12,300	1,400	3,500	400	17,600
Subtotal: High Volatility Items	**$106,302**	**$21,000**	**$51,100**	**$2,000**	**$180,402**
Apprentice Training Program	$2,100	$0	$0	$0	$2,100
Total Operating Expenses	**$350,702**	**$73,000**	**$201,400**	**$9,100**	**$634,202**
Total Operating & Capital Expenditures	**$360,702**	**$73,000**	**$201,400**	**$9,100**	**$644,202**
Total Funded Deficit	**$196,302**	**$24,600**	**$120,900**	**$5,100**	**$346,902**

Recovery Ratio: RTA Calculation	**55.0%**
Recovery Ratio Additions	**$9,000**
Recovery Ratio Exclusions	**$36,700**
Additional Recovery Ratio Exclusion	**$41,000**

Table 12

2011 Budget Summary and 2012–2013 Financial Plan ($ in 000s)

Revenues		2011 Budget	2012 Plan	2013 Plan
	Passenger Revenue	$238,900	$257,000	$277,600
	Reduced Fare Subsidy	3,400	3,400	3,400
	Other Revenue	55,000	56,100	57,200
Total Revenues		**$297,300**	**$316,500**	**$338,200**

Expenditures		2011 Budget	2012 Plan	2013 Plan
Capital Fare Program		$10,000	$10,000	$10,000
	Transportation	160,600	164,600	171,500
	Maintenance of Way	103,800	106,400	110,800
	Maintenance of Equipment	106,800	109,300	111,200
Subtotal: Operations		**371,200**	**380,300**	**393,500**
	Administration & Regional Services	$51,500	$52,600	$53,800
	Risk Mgmt, Insur, Claims & Related	15,000	15,400	15,700
	Downtown Stations	14,000	14,400	14,900
Subtotal: Base Operating Expenses		**$451,700**	**$462,700**	**$477,900**
High Volatility Items				
	Diesel Fuel	$58,800	$58,200	$59,200
	Security	16,900	17,300	18,100
	Health Insurance	75,400	78,700	81,800
	RTA Pension	5,802	5,900	6,000
	Credit Card and Internet Charges	4,500	5,200	5,300
	Office of Inspector General	1,400	1,500	1,500
	Electricity	17,600	17,900	18,400
Subtotal: High Volatility Items		**$180,402**	**$184,700**	**$190,300**
Apprentice Training Program		$2,100	$2,200	$2,300
Total Operating Expenses		**$634,202**	**$649,600**	**$670,500**
Total Expenditures		**$644,202**	**$659,600**	**$680,500**
Total Funded Deficit		**$346,902**	**$343,100**	**$342,300**
Recovery Ratio		**55.0%**	**55.0%**	**55.0%**

Table 13

Metra Capital Program Sources 2011-2015 (In $000s)

	2011	2012	2013	2014	2015	Total
Federal Program*						
Formula	$143,200	$149,000	$154,900	$161,100	$167,600	$775,800
DCEO	10,000	0	0	0	0	10,000
CMAQ	3,300	3,300	3,300	3,300	3,300	16,500
Homeland Security	5,000	5,000	5,000	5,000	5,000	25,000
Total Federal	**$161,500**	**$157,300**	**$163,200**	**$169,400**	**$175,900**	**$827,300**
Metra						
Farebox Capital	10,000	10,000	10,000	10,000	10,000	50,000
Core Program Subtotal	**$171,500**	**$167,300**	**$173,200**	**$179,400**	**$185,900**	**$877,300**
State Of Illinois Bonds**	235,925	235,925	235,925	235,925	0	943,700
Grand Totals	**$407,425**	**$403,225**	**$409,125**	**$415,325**	**$185,900**	**$1,821,000**

**2011-2015 Federal funding levels have been set by the RTA as placeholder amounts. These have been estimated per continuing resolution and pending reauthorization of federal transportation legislation.*
***Use of bond funds subject to the release of funds and prioritizing of projects by the state of Illinois in order to meet cash flow requirements.*

Proposed Capital Program as of 2011

PE	Description	RR	Amount
Rolling Stock			
4502	Traction Motors: Locomotives	MET	$700,000
4507	Locomotive Rehab	MET	4,000,000
4404	Car Rehab (Amerail Cars P2)	MET	12,050,000
4509	Car Rehab (Amerail Cars P3)	MET	6,500,000
4510	Car Rehab (Budd Cars)	MET	5,500,000
4506	MU Car Improvements	MED	750,000
4508	Wheel Replacement	MET	2,500,000
Rolling Stock Sub-Total			**$32,000,000**
Track & Structure			
2112	North Line Bridges	UPR	$14,000,000
2933	Belmont Rd Grade Separation	BNS	3,500,000
4515	Ties, Ballast & Switch Heaters	BNS	1,800,000
4516	Ties And Ballast	MED	1,500,000
4517	Ties And Ballast	MWD	2,500,000
4020	Plant Welds	MET	500,000
4520	Rail Inspection	MET	100,000
4521	Rail Grinding	BNS	40,000
4522	Rail Grinding	UPR	100,000
4523	Crossings (Road & Track)	MET	2,000,000
4524	Crossings (Road & Track)	MWD	275,000
4525	Undercutting & Surfacing	MET	670,000
4526	Undercutting & Surfacing	UPR	750,000
4527	Rail And Switches	BNS	550,000
4528	Rail	MWD	450,000
4531	Rail	MED	250,000
4532	Rail	RID	250,000
4533	Rail	UPR	500,000
4027	Rail	NCS	650,000
4228	ROW Improvements	MET	100,000
3926	Bridge Upgrades	MWD	500,000
4535	Bridge Improvements	BNS	675,000
4536	Bridge Improvements	MET	800,000
4537	Bridge Improvements	UPR	475,000
4241	Retaining Wall Rehab	BNS	270,000
4138	Track Fencing	MET	200,000
3332	Wood Dale Grade Separation	MWD	100,000
Track & Structure Sub-Total			**$33,505,000**
Signal, Electrical & Communications			
3446	Fiber Optic Cable	BNS	$8,000,000
4254	Traction Power System Augmentation	MED	5,500,000
4139	Coded Track Circuits(NL)	UPR	750,000
4343	Positive Train Control	MET	2,000,000
2539	Bi Dir Signal 11th To 67th	MED	2,000,000
4453	W Line Signal Improvements	UPR	5,000,000
3937	Coded Track (L Forest-Rondout)	MWD	500,000
3337	Lake Street Interlocker	UPR	1,700,000
4229	Universal Control Points	UPR	1,000,000
4557	Substation Electrical Upgrades	MED	$1,000,000
4255	Section Insulators	MED	200,000
4460	Electrical System Upgrades	MED	600,000
4561	Communications Improvements	MET	500,000
4038	S. Chicago Signal Replacement	MED	500,000
4351	Switch Heaters	MET	500,000
3748	Signal Battery Replacement	UPR	300,000
4559	Signal Battery Replacement	MET	100,000
Signal, Electrical & Communications Sub-Total			**$30,150,000**
Facilities & Equipment			
3953	California Ave & M19 Upgrades	UPR	$1,000,000
4360	KYD Facilities	MED	500,000
3952	Western Ave Yard Imps	MWD	700,000
3947	47th Street Yard Imps	MET	500,000
4470	Fox Lake Crew Facility	MWD	800,000
4576	547 Building Upgrades	MET	700,000
3462	Substation Buildings	MET	1,000,000
4565	Equipment & Vehicles–Eng	MET	1,000,000
4568	Equipment & Vehicles–Mech	MET	200,000
4566	Equipment–Office	MET	1,400,000
4368	Accounting System Upgrades	MET	2,500,000
Facilities & Equipment Sub-Total			**$10,300,000**
Stations & Parking			
4486	Peterson Ridge Station	UPR	$10,000,000
4572	Station Improvements	MET	1,000,000
4567	ADA Platforms	MET	2,500,000
AH-560	CMAQ Projects	MET	3,300,000
Stations & Parking Sub-Total			**$16,800,000**
3910	Preventive Maintenance	MET	$25,000,000
Preventive Maintenance Sub-Total			**$25,000,000**
Support Activities			
3689	Capital Project Oversight	MET	$500,000
2990	Material Handling Additive	MET	1,550,000
4589	Homeland Security	MET	5,000,000
4190	Project Management	MET	7,800,000
4598	Project Administration	MET	800,000
4599	Contingencies	MET	795,000
4597	Engineering Flagging	MET	300,000
4594	Infrastructure Engineering	MET	7,000,000
Support Activities Sub-Total			**$23,745,000**
Grand Totals For Uses			**$171,500,000**

Continued in column to right >

2011 Capital Program: Project Element Descriptions

Rolling Stock

PE 4502 TRACTION MOTORS, LOCOMOTIVES, MET

This project includes the overhaul of EMD Model D77B traction motors and AR10 traction alternators, along with Model D87BTR traction motors. This project also involves the overhaul of auxiliary generators and head end power alternators. The overhauled equipment will be used on locomotives being operated on railroads owned or operated by Metra. These traction motors were originally placed in service between 1974 and 2003 and are showing signs of deterioration and failure. A basic overhaul is required to return these motors to an acceptable level of performance.

PE 4507 LOCOMOTIVE REHABILITATION, MET

This project funds the second mid-life rehabilitation of 14 locomotives which were delivered between 1989 and 1992. This rehabilitation is required to ensure continued reliable service. This project is part of an ongoing program to rehabilitate locomotives.

PE 4404 CAR REHABILITATION (AMERAIL CARS PHASE 2), MET

This project includes the upgrading and rehabilitation (mid-life overhaul) of 30 commuter rail cars built by Morrison-Knudsen/Amerail. These cars have not undergone a programmed overhaul prior to this project. These cars were built in 1996 and 1997 and their major components are beginning to wear out. The mid-life rehabilitation of these cars is required to ensure the cars attain their useful service life.

PE 4509 CAR REHABILITATION (AMERAIL CARS PHASE 3), MET

This project includes the upgrading and rehabilitation (mid-life overhaul) of 30 commuter rail cars built by Morrison-Knudsen/Amerail. These cars were built in 1996 and 1997 and their major components are beginning to wear out. The mid-life rehabilitation of these cars is required to ensure the cars attain their useful service life.

PE 4510 CAR REHABILITATION (BUDD CARS), MET

This project involves the life-extending rehabilitation of 195 commuter rail cars. These cars were delivered between 1978 and 1980. The major components on these cars are wearing out. The rehabilitation of these cars is required to ensure the cars obtain their useful service life.

PE 4506 MU CAR IMPROVEMENTS, MED

This project includes the overhaul of the following components that are used on Highliner cars operated on the Metra Electric District: motor-alternators, power contractors, interlocks, traction motors, high-speed circuit breakers and couplers. Also, replacement of air compressors is necessary. These components are showing signs of deterioration. The failure rate has increased. A basic overhaul or replacement is required to return them to an acceptable level of performance.

PE 4508 WHEEL REPLACEMENT, MET

This project will implement the Federal Railroad Administration (FRA) mandated replacement of wheel sets on Metra's fleet of locomotives and commuter cars. The replaced wheels will be used on vehicles being operated on all carriers and railroads in the Metra system as part of an ongoing program to overhaul major components on Metra's fleet. Compliance with FRA rules and regulations is an operational requirement for our railroad.

Track & Structure

PE 2112 NORTH LINE BRIDGES, UPR

This project includes the replacement of 22 bridges on the Union Pacific North Line in Chicago, from Fullerton Avenue on the south end to Balmoral Avenue on the north end. These bridges are over 100 years old. They are showing signs of increased deterioration and have reached the end of their useful life. These bridges cannot be repaired economically and must be replaced in order to provide uninterrupted commuter service.

PE 2933 BELMONT ROAD GRADE SEPARATION, BNS

This project funds construction of a grade separation to replace the current at-grade crossing of Belmont Road at the Burlington Northern Santa Fe tracks. The grade separation will enhance traffic circulation patterns, improve the flow of vehicular traffic near the project area and enhance air quality through reduced vehicular congestion. The project will also improve the operation and quality of transit service along the BNSF corridor.

PE 4515 TIES BALLAST & SWITCH HEATERS, BNS

This project consists of the replacement of cross ties, switch ties and ballast. This project also funds switch heaters at various locations along the BNSF Railway. In order to maintain proper track gauge and surface, it is necessary to replace ties and ballast periodically. This work will improve the riding quality of the trains and reduce the incidence of slow orders, which adversely affect adherence to train schedules. These projects represent part of an ongoing program to replace ties and ballast throughout the commuter territory.

PE 4516 TIES AND BALLAST, MED

PE 4517 TIES AND BALLAST, MWD

These projects consist of the replacement of cross ties, switch ties and ballast. In order to maintain proper track gauge and surface, it is necessary to replace ties and ballast periodically. This improves the riding quality of the trains and reduces the incidence of slow orders, which adversely affect adherence to train schedules. These projects represent part of an ongoing program to replace ties and ballast throughout the commuter territory.

PE 4020 PLANT WELDS, MET

This project consists of purchasing plant welding services at a non-Metra location for all new and second-hand continuous welded rail. This rail is then used at locations throughout the Metra system. Metra maintains the Federal Railroad Administration Class 4 standards, allowing a maximum speed of 79 miles per hour, in order to maintain on-time performance.

PE 4520 RAIL INSPECTION, MET

This project provides for the inspection of new rail, welding, turn-outs and other special track work items as this material's manufacture is completed at the steel mills. Firms specializing in the inspection of rail will be hired to perform this function.

PE 4521 RAIL GRINDING, BNS

PE 4522 RAIL GRINDING, UPR

These projects consist of on-site grinding of rail that has been recently installed at various locations. This includes second hand rail, corrugated rail and in-track welded rail. Grinding removes mill scale and corrects irregularities from field and plant welding. Experience has disclosed that rail corrugation will appear if the rail grinding is not performed. This happens under both freight and commuter operations throughout the country. Corrugation reduces the useful life of the rail and accelerates the deterioration of the rolling stock. Grinding creates a uniform rail profile and prevents corrugation.

PE 4523 CROSSINGS (ROAD & TRACK), MET

PE 4524 CROSSINGS (ROAD & TRACK), MWD

These projects provide for the renewal of rail-highway grade crossings at various locations on the Metra commuter lines and along the Milwaukee District. The specific crossings to be renewed will be based on the stage of deterioration at each crossing. The work will include, but not be limited to, replacement of cross ties, crossing material and ballast, as well as the surfacing of the track.

PE 4525 UNDERCUTTING & SURFACING, MET

PE 4526 UNDERCUTTING & SURFACING, UPR

Track undercutting provides for the removal of all fouled track ballast, which is then cleaned and returned to the trackbed. The major functions of ballast are to hold ties in place, prevent lateral deflections of the rail and distribute track loading. When the ballast is fouled, the load spreading capability is lost. Soggy ballast also freezes in winter, causing additional stress on the rail and tie systems. Undercutting is necessary when the ballast section has become so contaminated that normal ballasting and surfacing will no longer hold proper surface of the track. The results of undercutting are a smooth, well-aligned track surface, extended tie and ballast life and reduced ongoing maintenance expense.

PE 4527 RAIL AND SWITCHES, BNS

This project will provide for the installation of rail and switches on the BNSF commuter line. The rail will be replaced with 132-pound continuous welded rail. The project also includes the renewal of switch points at various locations along the BNSF railroad, the replacement of switch machines and the replacement of turnouts. The high density of freight and commuter traffic, including extensive express service, requires close monitoring and periodic replacement switches and switch machines. Turnouts must be inspected and replaced frequently to protect against derailment. While minor defects in switch points and turnouts can be remedied with field welding, their replacement over time is required to ensure reliable operations.

PE 4528 RAIL, MWD

PE 4531 RAIL, MED

PE 4532 RAIL, RID

PE 4533 RAIL, UPR

These projects provide for the replacement of rail on the Milwaukee District North and West, Metra Electric District, Rock Island District and Union Pacific commuter lines. Specific locations are to be determined. In the course of installing the rail, a portion of the ties, ballast and other track material is typically replaced as well. Rail replacement provides assurance of continued safe operations, reduction of maintenance costs and a smoother, quieter ride for commuters.

PE 4027 RAIL, NCS

This project consists of the installation of rail, ties and ballast, undercutting and other capital improvements on the North Central Service (NCS) commuter rail line. The installation allows for more frequent commuter train service and will reduce conflicts between inbound and outbound passenger and freight trains by creating holding sites for trains to pass each other.

PE 4228 ROW IMPROVEMENTS, MET

This project consists of the cutting and removal of trees and bushes that hinder or block the right of way. Maintenance of Way crews will also spray weeds along the right of way. Uncontrolled vegetation can damage the roadbed and cause the track to shift. Also included is the burial of overhead cables in select locations to avoid hindrance by trees and brush in areas where vegetation cannot be easily controlled.

PE 3926 BRIDGE UPGRADES, MWD

PE 4535 BRIDGE IMPROVEMENTS, BNS

PE 4536 BRIDGE IMPROVEMENTS, MET

PE 4537 BRIDGE IMPROVEMENTS, UPR

These projects fund the improvement of bridges along the Milwaukee District, BNSF Railway, the Metra system and the Union Pacific commuter rail lines. These improvements can include rehabilitation items such as timber wingwalls and fencing, cracked bearing blocks and cracked bridge seats on abutments. Specific improvements will be determined based on a survey of field conditions.

PE 4241 RETAINING WALL REHABILITATION, BNS

This project will provide for the rehabilitation of retaining walls on the BNSF commuter line. Retaining wall sections at intermittent locations along the right of way will be rehabilitated. This work typically includes complete reconstruction with steel sheet piling, concrete panels, or bin wall to prevent retaining wall deterioration that can result in destabilization of the roadbed and, in turn, lead to track shifting.

PE 4138 TRACK FENCING, MET

This project consists of the materials and labor necessary to erect fencing along the railroad right of way (RID, SWS, MED, MWD). Specific locations are determined based on field conditions and are subject to change in the course of consultation with local officials.

PE 3332 WOOD DALE GRADE SEPARATION, MWD

This project consists of a feasibility study and a possible grade separation whereby Irving Park Road and Wood Dale Road will no longer intersect the Milwaukee District West commuter line at grade. In addition, there may be some adjustments required for vehicular and pedestrian access to the Wood Dale commuter station.

Signal, Electrical & Communications

PE 3446 FIBER OPTIC CABLE, BNS

This project consists of the installation of fiber optic cable at various locations along the BNSF railroad lines. This cable will be used along with Vital Harmon Logic Controllers to provide a signal communications and control system for interlockings and crossings. This project also includes the installation of Illinois Commerce Commission (ICC) mandated constant warning time equipment at several grade crossings. In addition, the signals for Positive Train Control will be upgraded by inclusion of radios and transponders.

PE 4254 TRACTION POWER SYSTEM AUGMENTATION, MED

This project consists of converting four tie stations into electrical substations with substantially greater power and installing a new prefabricated substation at 31st Street. The tie stations will be converted to substations by adding 12 Kilovolt (KV) switchgear, transformers and rectifiers. The new equipment will be housed in prefabricated metal buildings. With these improvements, Metra's new Electric District Highliner cars will possess the electrical power required to accelerate faster and provide sufficient traction power to allow them to increase their maximum operating speed.

PE 4139 CODED TRACK CIRCUITS, NORTH LINE, UPR

This project consists of the implementation of coded track circuits between Highland Park and Lake Bluff on the Union Pacific Railroad North line to Kenosha. Eventually, this new coded track will be integrated into the centralized traffic control system. The installation of coded track circuits will replace pole lines and update an antiquated relay-based system.

PE 4343 POSITIVE TRAIN CONTROL, MET

This project consists of the development and installation of a federally mandated Positive Train Control (PTC) system that integrates new technology with existing train control and operating systems to enhance train operations. This system will help prevent track authority violations, speed limit violations and unauthorized entry into work zones. The system will monitor and ensure the train crew's compliance with all operating instructions, while a screen-based display will provide the train crew with additional operating information. The system will also query wayside devices for broken rails, proper switch alignment and signal aspects in real time to provide improved train operation.

PE 2539 BI- DIRECTIONAL SIGNAL: 11TH TO 67TH STREETS, MED

This project consists of installing additional wayside signals with the "current of traffic" and all new wayside signals against the "current of traffic" along with new relay houses, coded track circuits and new power equipment to permit bi-directional signaling on all four tracks. New signals will be added at 11th Place to control the entrance to the new signal system. The 51st Street Interlocking Plant will be moved to 45th Street and upgraded to new solid state controls with an additional new crossover. The interlocking signals are controlled from Metra's new Consolidated Control Facility (CCF).

PE 4453 WEST LINE SIGNAL IMPROVEMENTS, UPR

This project consists of the modernization and upgrading of the signal system on the Union Pacific West line, specifically adding signals and equipment to communicate signal changes to trains. This will provide support to the operation of the signal systems for both commuter and freight operations. Under this project, the signal system will be upgraded to centralized traffic control standards.

PE 3937 CODED TRACK LAKE FOREST TO RONDOUT, MWD

This project consists of the installation of coded track circuits between Lake Forest and Rondout on the Milwaukee District North line. Today, messages detailing the status of signals (e.g., green, yellow, flashing yellow and red) are communicated to adjacent signals by way of aerial cable and numerous mechanical relays. This system is extremely old and is reaching the end of its useful and reliable life. The project will replace the existing system with one that sends the signal messages through the track.

PE 3337 LAKE STREET INTERLOCKER, UPR

This project consists of the modernization and upgrading of the Lake Street interlocker, at the north end of the Ogilvie Transportation Center (OTC). It will replace track, trackbed, switches, switch machines, switch heaters, dwarf signals and signal cable for the remaining facilities. In addition, in a future year, the interlocking control machine in Lake Street Tower will be replaced by modern solid state equipment.

PE 4229 UNIVERSAL CONTROL POINTS, UPR

This project consists of the purchase and installation of universal crossovers on the Union Pacific West line. The new crossovers will allow for optimum speed through switch points and new switches will produce a smoother ride for the commuters. By optimizing train speed through the crossovers, this will allow both Metra commuter trains and freight trains to improve operating performance.

PE 4557 SUBSTATION ELECTRICAL UPGRADES, MED

This project involves replacing AC/DC feeders, rectifiers and AC or DC switchgear at various locations from Jackson Boulevard substation to the University Park Substation. This project also includes improvements to selected tie stations.

PE 4255 SECTION INSULATORS, MED

This project consists of replacing all catenary woodsticks (section insulators) from Monroe Street to Stuenkel Road on the Main line and along the entire South Chicago and Blue Island Branches. Approximately 80 section insulators in the catenary system will be replaced over the life of this project. The existing equipment is over 40 years old and is deteriorating both physically (materials and insulation) and dielectrically (electrical properties). The new equipment will add reliability and flexibility to the catenary system.

PE 4460 ELECTRICAL SYSTEM UPGRADES, MED

This project involves fire protection and safety/security system improvements at the Randolph Street/Millennium Park Station on the Metra Electric District. The equipment to be replaced or improved is either functionally or technologically obsolete; this results in difficult or impossible repair, as well as repair that is not economical in comparison to replacement.

PE 4561 COMMUNICATIONS IMPROVEMENTS, MET

This project will provide various communications equipment for use on the Metra system. Such equipment includes: portable radios which may be beyond their useful life or may have become obsolete, test equipment that must be upgraded to keep pace with current technology and fax machines required to maintain standard information sharing procedures.

PE 4038 SOUTH CHICAGO SIGNAL REPLACEMENT, MED

This project consists of replacing the signal cases, the signal equipment inside them and the cable that comes into these boxes, as well as the relays and power equipment, at most of the grade crossings on the South Chicago Branch of the Metra Electric District. The current signal equipment is over 50 years old. It is physically and technologically obsolete.

PE 4351 SWITCH HEATERS, UPR

This project consists of the purchase and installation of switch heaters at various locations on the Union Pacific Railroad lines. These new heaters are of gas-fired, hot air design. The existing switch heaters require excessive maintenance. Their motors continue to wear out, the burners are deteriorating and the housings are rusting out. Replacement burners will be more reliable and more efficient to operate and maintain.

3748 SIGNAL BATTERY REPLACEMENT, UPR

4559 SIGNAL BATTERY REPLACEMENT, MET

These projects consist of the replacement of signal batteries that have reached the end of their useful life. They can no longer provide the backup power for signals required during commercial power failures. These new batteries will mitigate service disruptions due to commercial power failures.

Facilities & Equipment

PE 3953 CAL AVE & M19 UPGRADES, UPR

This project consists of various improvements to the existing yard and shop facilities at the California Avenue and "M19A" yards and shops. Currently, the highest priority for implementation is a new roof and exterior rehabilitation work at the main shop building at M19A. This work will extend the useful life of the building and lower maintenance costs.

PE 4360 KYD FACILITIES, MED

Metra's "KYD" facility in Chicago is the Electric District's headquarters for right of way maintenance and for rolling stock maintenance. At KYD, this project will provide for the construction of facilities for the main shop building, an elevator and enclosure to be built adjacent to the main building (to carry people and materials from the ground level to the roof), two small maintenance buildings on the roof, a water distribution piping system and a fire alarm system.

PE 3952 WESTERN AVE YARD IMPROVEMENTS, MWD

This project is part of an ongoing program to make improvements to the facilities at the Western Avenue yard and shops. These improvements will be done on a priority basis: pave roadways, rehab coach shop, rebuild yard platforms and construction of storage buildings in the yard so that crews will have easier access to materials and keep the materials from the elements.

PE 3947 47TH STREET YARD IMPROVEMENTS, RID

This project is part of an ongoing program to make improvements to the facilities at the 47th Street yard and shops. These improvements will be done on a priority basis: pave roadways, rehab coach shop, rebuild yard platforms and construction of storage buildings in the yard so that crews will have easier access to materials and keep the materials from the elements.

PE 4470 FOX LAKE CREW FACILITY, MWD

This project consists of the design and rehabilitation of an employee welfare facility located in the Fox Lake yard on the Milwaukee District North line. This building will include an office area, storage/shop area, locker rooms and related facilities. Maintenance of Way employees in the engineering department will use the building.

PE 4576 547 BUILDING UPGRADES, MET

This project will provide for various building improvements and upgrades to Metra central headquarters located at 547 West Jackson Boulevard in Chicago. This project will improve the habitable space for visitors and employees at the building.

PE 3462 SUBSTATION BUILDINGS, MED

This project consists of various upgrades to electrical substation and tie station buildings on the Electric District. Improvements include: 1) sump pumps, control panels and ventilation systems; 2) renovation of overhead cranes; 3) installation of HVAC systems; 4) general masonry work; 5) lead abatement.

PE 4565 EQUIPMENT & VEHICLES – ENGINEERING, MET

PE 4568 EQUIPMENT & VEHICLES – MECHANICAL, MET

These projects provide for the purchase and rehabilitation of vehicles and equipment to be utilized by Metra's Engineering and Mechanical departments. The vehicles and equipment purchased will replace various pieces of obsolete or inadequate support vehicles and equipment used to help service and maintain Metra's fleet at the various yards. This includes, but is not limited to, supervisory vehicles for supervision of field work, small pickup trucks, various forklift trucks and car movers. The existing equipment has surpassed its useful life.

PE 4566 EQUIPMENT – OFFICE, MET

This project involves the purchase of new support equipment for use throughout the Metra system. Obsolete support equipment needs to be replaced in order to increase productivity and efficiency and decrease repair costs. Such equipment can include: mainframe and personal computer terminals, printers and servers.

PE 4368 ACCOUNTING SYSTEM UPGRADES, MET

This project will provide funding for Metra to complete the existing Revenue Accounting System project and to incorporate any enhancements that are necessary after implementation. This project will provide additional funding for its conductor hand-held pilot project. Also, this project will provide funding for Metra to scope and prepare an RFP for replacement of its current financial systems with an adaptable modular system that can later be integrated into an Enterprise Resource Planning ('ERP') system that will comply with current financial system "Best Practices." This system will: support electronic data interchange; be fully extensible and upgradeable; use integrated highly flexible analytical reporting tools; support microcomputer/network-based software productivity tools.

Stations & Parking

PE 4486 PETERSON RIDGE STATION, UPR

This project consists of a new commuter station on the Union Pacific North line at Peterson and Ridge Avenues in Chicago. The station will adhere to the standards of the Americans with Disabilities Act (ADA) of 1990 and Metra's station design guidelines. This new station will include asphalt platforms, platform lighting, elevator access to platforms, sheltered passenger warming facilities and elevator headhouse towers. Retaining wall improvements, visual information (VIS) and station signage will also be constructed. This new station will increase accessibility and commuter ridership for the encompassing neighborhood.

PE 4572 STATION IMPROVEMENTS, MET

This project consists of various capital station improvements as a part of the rehabilitation of station facilities system wide. The specific stations where the work will be performed will be identified at a later date on an as-needed basis by the Engineering Department. The work to be accomplished will include, but is not limited to, walls, structural members, columns, floors, roofs, heating/cooling plant, foundations, shelters, ramp replacement and stair replacement.

PE 4567 ADA PLATFORMS & RAMPS, MET

This project is part of Metra's ongoing effort to bring commuter rail stations into compliance with the requirements of the Americans with Disabilities Act (ADA) of 1990. This document identifies, at each key station, the specific work that will be done to bring the key stations into compliance. At these platforms, existing platforms will be rehabilitated in order to allow deteriorated tactile surfaces to be replaced with the ADA-compliant "truncated dome" type surfaces. The work will include, but is not limited to, rehabilitation work at the 107th Street-RID, Edgebrook-MDN, Northbrook-MDN and West Chicago-UPW stations.

AH-560 CMAQ PROJECTS

This project will provide for CMAQ (Congestion Mitigation and Air Quality) projects that may be administered through Metra on behalf of our partner municipalities for station and parking projects and improvements.

Support Activities

PE 3689 CAPITAL PROJECT OVERSIGHT, MET

This project funds oversight activities for capital projects. It augments the existing staff capabilities by providing resources to: provide standard and ad hoc reports utilizing the Grant Management System, coordinate Metra's quality assurance oversight activities, direct updates of required project management and quality assurance plans and assist in training Metra and third-party personnel in the implementation of the plans. Grant activity, management and reporting requirements have exceeded the capabilities of current staff. Utilization of consultant resources to augment staff expertise is an effective means of meeting these requirements.

PE 2990 MATERIAL HANDLING ADDITIVES, MET

This project funds the procurement and handling of materials for capital projects. The additive amounts will reflect Metra's costs. The handling of materials for capital projects has always been recognized as a capital expenditure, as reflected by its inclusion in the additives identified in Metra's annual cost allocation plan, approved by the Federal Transit Administration. In lieu of charging these expenses to individual projects and to ensure that all material handling costs are capitalized, Metra will utilize this project.

PE 4589 HOMELAND SECURITY, MET

This project provides for the further expansion of security throughout Metra's operating territory for the benefit of our passengers. This project also enhances the ability for Metra's assets to be secure from the threat of domestic or international terrorism. Funding will be provided by the United States Department of Homeland Security.

PE 4190 PROJECT MANAGEMENT, MET

This project funds activity associated with the planning, administration and oversight of capital projects and capital programs. This includes labor, fringe and overhead costs that can be charged to a capital project or capital program, but excludes those covered by Metra's cost allocation plan under Project Element 4598, Project Administration. Activities covered by this project include: evaluating and selecting projects for inclusion in the capital program, developing project scopes and descriptions and, developing budgets and forecasts of obligations and expenditures for projects.

PE 4598 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).

PE 4599 CONTINGENCIES, MET

This project funds emergencies and unanticipated needs that arise throughout the course of the program year. These items require immediate attention prior to inclusion in the budget for the forthcoming program year. Without the availability of contingencies to fund emergency activities, services may be delayed and operational efficiency may be compromised.

PE 4597 ENGINEERING FLAGGING, MET

This project will provide funding for various engineering capital projects that require the use of on-site flagging. Funding for flagging will be used in conjunction with other asset categories as deemed necessary. The project will fund flagging activities on all Metra districts.

PE 4594 INFRASTRUCTURE ENGINEERING, MET

This project funds various engineering responsibilities for capital projects. Metra's Engineering Department as well as consultant engineers will provide support to capital projects within the facilities and equipment asset category and other categories as necessary. The associated professional consultant services will include design engineering and/or construction management in the areas of civil and structural, electrical, mechanical, signal, communications and environmental engineering.

Metra 2011-2015 Core Capital Program*¶

Description	2011	2012	2013	2014	2015	Total
Rolling Stock‡						
Locomotive Improvements	$4,700	$18,450	$14,450	$15,250	$14,040	$66,890
Car Rehabilitation (232)†	24,050	37,400	43,250	48,250	38,320	191,270
MU Car Improvements	750	750	750	750	750	3,750
Fleet Component Overhaul	2,500	2,500	2,800	3,300	3,300	14,400
New Bi-Level Cars	0	0	0	0	20,700	20,700
Subtotal	**$32,000**	**$59,100**	**$61,250**	**$67,550**	**$77,110**	**$297,010**
Track & Structure						
Ties And Ballast	$7,420	$9,310	$10,365	$14,900	$13,900	$55,895
Crossings (Road & Track)	2,275	2,510	2,650	2,800	2,800	13,035
Rail	3,390	6,850	6,765	6,630	5,630	29,265
Bridges§	20,050	7,000	6,000	11,000	25,000	69,050
Retaining Wall Rehab	370	1,340	1,650	2,800	2,800	8,960
Structural Upgrades	0	1,000	1,040	8,675	1,130	11,845
Subtotal	**$33,505**	**$28,010**	**$28,470**	**$46,805**	**$51,260**	**$188,050**
Signal, Electrical & Communications						
Signal System Upgrades‖	$17,150	$2,215	$3,690	$3,850	$4,350	$31,255
Interlockings	2,700	2,980	4,300	7,595	4,000	21,575
Electrical Systems Improvements	7,800	6,380	7,690	9,175	6,000	37,045
Communication Improvements	500	1,170	800	2,530	1,000	6,000
Positive Train Control	2,000	0	0	0	0	2,000
Subtotal	**$30,150**	**$12,745**	**$16,480**	**$23,150**	**$15,350**	**$97,875**
Facilities & Equipment						
Yard Improvements	$3,500	$6,375	$5,190	$4,345	$2,000	$21,410
Building Improvements	1,700	1,170	1,450	1,530	1,530	7,380
Equipment & Vehicles	2,600	3,830	4,970	5,885	6,385	23,670
Revenue Accounting System	2,500	3,050	0	0	0	5,550
Subtotal	**$10,300**	**$14,425**	**$11,610**	**$11,760**	**$9,915**	**$58,010**
Stations & Parking						
Stations & Parking	$13,500	$2,500	$2,500	$2,500	$2,500	$23,500
Community Initiatives	3,300	3,300	3,300	3,300	3,300	16,500
Subtotal	**$16,800**	**$5,800**	**$5,800**	**$5,800**	**$5,800**	**$40,000**
Preventive Maintenance	$25,000	$25,000	$25,000	$0	$0	$75,000
Subtotal	**$25,000**	**$25,000**	**$25,000**	**$0**	**$0**	**$75,000**
Support Activities						
Material Handling	$1,550	$1,900	$1,900	$1,900	$1,900	$9,150
Homeland Security	5,000	5,000	5,000	5,000	5,000	25,000
Project Admin/Contingencies	1,595	1,000	2,370	2,115	2,745	9,825
Engineering & Management	15,600	14,320	15,320	15,320	16,820	77,380
Subtotal	**$23,745**	**$22,220**	**$24,590**	**$24,335**	**$26,465**	**$121,355**
Grand Total	**$171,500**	**$167,300**	**$173,200**	**$179,400**	**$185,900**	**$877,300**

**The core program as presented does not achieve a state of good repair. In order to reach this goal, supplemental funding will be required.*

†The rolling stock car rehabilitation program has not been performed according to an appropriate rehabilitation cycle. While Metra is currently at 18–19 years for mid-life rehabilitation, our goal is to achieve a 15-year cycle to maintain equipment at a state of good repair.

‡Metra's rolling stock expansion is limited to yard capacity. Supplemental funding will be needed to expand the existing yards as well as the construction of new yards to accommodate the commuter cars required for ridership growth.

§Metra's approximately 800 bridges require continual inspection and maintenance. With the current funding levels, limited financial resources are available for required rehabilitation and or replacement; therefore, a state of good repair cannot be achieved.

‖The signal infrastructure along our system is antiquated and replacement parts are extremely limited. Our core program doesn't sufficiently fund the upgrades necessary to attain modern technological equipment.

¶The five-year capital program recognizes the pending federal transportation bill reauthorization and assumes approximately 4% escalation in funding after 2011.

Metra 2011-2015 Capital Program (in $000s)

	Core Program		State Bond Program
Description	2011	2012-2015	2010-2014
Rolling Stock			
Highliner Car Replacement (160)	$0	$0	$585,100
Locomotive Improvements	4,700	62,190	0
Car Rehabilitation	24,050	167,220	0
MU Car Improvements	750	3,000	0
Fleet Component Overhaul	2,500	11,900	0
New Bi-Level Cars	0	20,700	
Subtotal	**$32,000**	**$265,010**	**$585,100**
Track & Structure			
Ties And Ballast	$7,420	$48,475	$0
Crossings (Road & Track)	2,275	10,760	0
Rail	3,390	25,875	0
CREATE	0	0	17,000
Bridges	20,050	49,000	161,500
Retaining Wall Rehab	370	8,590	0
Structural Upgrades	0	11,845	0
Subtotal	**$33,505**	**$154,545**	**$178,500**
Signal, Electrical & Communications			
Signal System Upgrades	$17,150	$14,105	$0
Interlockings	2,700	18,875	0
Electrical Systems Improvements	7,800	29,245	0
Communication Improvements	500	5,500	0
Positive Train Control	2,000	0	100,000
Subtotal	**$30,150**	**$67,725**	**$100,000**
Facilities & Equipment			
Yard Improvements	$3,500	$17,910	$101,350
Building Improvements	1,700	5,680	0
Equipment & Vehicles	2,600	21,070	0
Revenue Accounting System	2,500	3,050	0
Subtotal	**$10,300**	**$47,710**	**$101,350**
Stations & Parking			
Stations & Parking	$13,500	$10,000	$135,750
Community Initiatives*	3,300	13,200	0
Subtotal	**$16,800**	**$23,200**	**$135,750**
Preventive Maintenance	$25,000	$50,000	
Subtotal	**$25,000**	**$50,000**	
Support Activities			
Material Handling	$1,550	$7,600	$0
Homeland Security	5,000	20,000	0
Project Admin/Contingencies	1,595	8,230	0
Engineering & Management	15,600	61,780	0
Subtotal	**$23,745**	**$97,610**	**$0**
Grand Total	**$171,500**	**$705,800**	**$1,100,700**

**Community-generated CMAQ projects*

Table 17

Physical Description

Carrier/Line		Location Of Outlying Terminal	Downtown Terminal	Number Of Stations			Accessible Stations		Rolling Stock				Track Miles	Route Miles
				IL	Out Of State	Total	Partial	Full	Loco-motives	Trailer Cars	Cab Cars	Electric Propelled		
BNSF Railway		Aurora, IL (Kane Co.)	Chicago Union Station	25	0	25	4	14	26	134	31	0	144.0	37.5
Union Pacific	North Line	Kenosha, Wi (Kenosha Co.)	Ogilvie Transportation Center	24	1	25	1	20					107.5	51.6
	Northwest Line	Harvard, IL (McHenry Co.)	Ogilvie Transportation Center	21	0	21	1	17					161.1	63.1
	McHenry Branch	McHenry, IL (McHenry Co.)	Ogilvie Transportation Center	1	0	1	1	0					8.0	7.4
	West Line	Elburn, IL (Kane Co.)	Ogilvie Transportation Center	18	0	18	3	13					144.2	43.6
			Total	**64**	**1**	**65**	**6**	**50**	**52**	**260**	**62**	**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	7					11.3	4.7
			Total	**47**	**0**	**47**	**0**	**22**	**0**	**0**	**0**	**171**	**102.3**	**40.6**
Heritage Corridor		Joliet, IL (Will Co.)	Chicago Union Station	5	0	5	0	4	3	11	3	0	78.0	37.2
Milwaukee District	North Line	Fox Lake, IL (Lake Co.)	Chicago Union Station	20	0	20	3	14					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**	**3**	**34**	**29**	**105**	**48**	**0**	**186.4**	**83.9**
North Central Service		Antioch, IL (Lake Co.)	Chicago Union Station	15	0	15	0	15	6	21	6	0	85.0	52.8
SouthWest Service		Manhattan, IL (Will Co.)	Chicago Union Station	12	0	12	0	12	6	32	5	0	59.3	40.8
Rock Island District	Main Line	Joliet, IL (Will Co.)	LaSalle Street Station	13	0	13	2	10					84.0	40.2
	Beverly Branch	Blue Island, IL (Cook Co.)	LaSalle Street Station	12	0	12	5	4					13.3	6.6
			Total	**25**	**0**	**25**	**7**	**14**	**17**	**91**	**30**	**0**	**97.1**	**46.8**
Downtown Stations				5	0	5	0	5						
System Totals*				**239**	**1**	**240**	**20**	**170**	**139**	**654**	**185**	**171**	**1,155.1**	**487.7**

**South shore (NICTD) is not included.*

Table 18

Operating & Service Characteristics as of 2010

Carrier/Line		Revenue Trains			Train Miles	Car Miles	Average Scheduled Speeds			On-Time Performance	
		Week-day	Sat	Sun/ Hol	Jul '09-Jun '10	Jul '09-Jun '10	Weekday Peak	Weekday Off-Peak	Weekend Holiday	2009 Average	Jan-Jun 2010 Average
BNSF Railway		94	28	18	953,180	6,971,501	35.1	31.2	29.2	93.6%	95.2%
Union Pacific	North	70	26	18	750,744	4,298,239	30.7	29.4	30.6	94.2%	95.0%
	Northwest	65	24	15	934,710	6,311,436	33.9	32.7	34.0	95.6%	97.0%
	West	59	20	18	695,176	4,701,168	32.0	31.1	31.2	95.4%	95.4%
	Total	**194**	**70**	**51**	**2,380,630**	**15,310,843**	**–**	**–**	**–**	**95.0%**	**95.8%**
Electric District	Main Line	79	46	20	729,509	3,790,723	23.9	23.0	23.1	96.8%	96.8%
	Blue Island	37	30	0	152,329	504,805	32.3	29.5	29.3	97.4%	98.1%
	So Chicago	54	48	20	228,553	891,862	20.2	20.2	20.6	98.4%	98.6%
	Total	**170**	**124**	**40**	**1,110,391**	**5,187,390**	**–**	**–**	**–**	**97.5%**	**97.7%**
Heritage Corridor		6	0	0	57,107	265,539	35.2	–	–	90.8%	89.1%
Milwaukee District	North	60	24	20	768,265	4,731,985	32.2	30.9	31.8	94.9%	93.5%
	West	58	24	18	661,758	4,483,761	29.6	29.4	29.8	97.1%	96.1%
	Total	**118**	**48**	**38**	**1,430,023**	**9,215,746**	**–**	**–**	**–**	**96.0%**	**94.8%**
North Central Service		22	0	0	296,330	1,320,240	34.1	33.8	–	94.8%	93.4%
SouthWest Service		30	6	0	243,779	1,811,268	27.2	27.5	28.7	95.1%	94.4%
Rock Island District		68	20	16	702,460	4,970,274	29.0	29.7	30.1	96.2%	96.4%
System Totals/ Averages*		**702**	**296**	**163**	**7,173,900**	**45,052,801**	**31.4**	**29.8**	**29.8**	**95.7%**	**95.9%**

** South Shore (NICTD) is not included.*

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)	CUS*	0.0	Millennium	0.0					CUS*	0.0	CUS*	0.0	CUS*	0.0
	Halsted 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						
							93rd St	13.2						
C (10.1-15.0)	Riverside	11.1	83rd St	10.4					Summit	11.9	Forest Glen	10.2	Elmwood Park	10.2
	Hollywood	11.8	87th St	10.9							Edgebrook	11.6	River Grove	11.4
	Brookfield	12.3	91st St	11.4							Morton Grove	14.3	Franklin Park	13.2
	Congress Park	13.1	95th St	12.0									Mannheim	14.0
	LaGrange Rd	13.8	103rd St	13.0										
	Stone Ave	14.2	107th St	13.5										
			111th St	14.0										
			Kensington	14.5										
D (15.1-20.0)	Western Springs	15.5	Riverdale	17.3	State St	15.6			Willow Springs	17.5	Golf	16.2	Bensenville	17.2
	Highlands	16.4	Ivanhoe	18.2	Stewart Ridge	16.0					Glenview	17.4	Wood Dale	19.1
	Hinsdale	16.9	147th St	19.0	W. Pullman	16.7					Glen/ N.Glenview	18.8		
	W. Hinsdale	17.8	Harvey	20.0	Racine Ave	17.0								
	Clarendon Hills	18.3			Ashland Ave	17.9								
	Westmont	19.5			Burr Oak	18.4								
					Blue Island	18.9								
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 Rd	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							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 (45.1-50.0)											Long Lake	46.0		
											Ingleside	47.8		
											Fox Lake	49.5		
K (50.1-55.0)														
M (60.1-65.0)														

** CUS=Chicago Union Station, # OTC=Ogilvie Transportation Center*

Commuter Rail Stations By Fare Zone (cont.)

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)	CUS*	0.0	LaSalle	0.0			CUS*	0.0	OTC#	0.0	OTC#	0.0	OTC#	0.0
	Western Ave	2.9							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								
					119th St	14.8								
D (15.1-20.0)	Rosemont	15.6	Vermont St	15.7	123rd St	15.2	Oak Lawn	15.2	Kenilworth	15.2	Des Plaines	17.1	Elmhurst	15.7
	O'Hare Transfer	17.1	Robbins	17.2	Prairie St	15.8	Chicago Ridge	16.8	Indian Hill	15.8	Cumberland	18.6	Villa Park	17.8
			Midlothian	18.4	Vermont St	16.5	Worth	18.2	Winnetka	16.6	Mt Prospect	20.0	Lombard	19.9
							Palos Heights	18.7	Hubbard Woods	17.7				
									Glencoe	19.2				
E (20.1-25.0)	Prospect Heights	24.0	Oak Forest	20.4			Palos Park	20.3	Braeside	20.5	Arlington Heights	22.8	Glen Ellyn	22.4
			Tinley Park	23.5			143rd St	23.6	Ravinia	21.5	Arlington Park	24.4	College Ave	23.8
			80th Ave	25.1			153rd St	25.2	Highland Park	23.0			Wheaton	25.0
									Highwood	24.5				
F (25.1-30.0)	Wheeling	27.2	Hickory Creek	27.5			179th St	28.9	Fort Sheridan	25.7	Palatine	26.8	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	32.2				
									North Chicago	33.7				
H (35.1-40.0)	Mundelein	36.9	Joliet	40.2			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 (45.1-50.0)	Round Lk Beach	45.9												
	Lake Villa	48.2												
K (50.1-55.0)	Antioch	52.8							Kenosha	51.5	McHenry	50.6		
											Woodstock	51.6		
M (60.1-65.0)											Harvard	63.1		

** CUS=Chicago Union Station, # OTC=Ogilvie Transportation Center*

Table 20

Forecasted Ridership and Vehicle Miles / 2010-2013

		2009 Actual	2010 Year-End Projected*	2011 Forecast	2012 Forecast	2013 Forecast
Passenger Trips[1]	BNSF Railway	16,205,000	16,318,000	16,482,000	16,729,000	16,980,000
	Union Pacific	28,189,000	28,325,000	28,608,000	29,037,000	29,473,000
	Electric District	10,406,000	9,857,000	9,955,000	10,105,000	10,256,000
	Heritage Corridor	722,000	692,000	698,000	709,000	720,000
	Milwaukee District	13,776,000	13,473,000	13,608,000	13,812,000	14,019,000
	North Central Service	1,618,000	1,563,000	1,579,000	1,602,000	1,627,000
	SouthWest Service	2,478,000	2,433,000	2,457,000	2,494,000	2,531,000
	Rock Island District	8,891,000	8,472,000	8,557,000	8,685,000	8,816,000
System Total**		**82,285,000**	**81,133,000**	**81,944,000**	**83,173,000**	**84,421,000**
Year-to-Year Change		**–**	**-1.4%**	**1.0%**	**1.5%**	**1.5%**
Passenger Miles[2]	BNSF Railway	373,678,000	373,412,000	377,146,000	382,803,000	388,545,000
	Union Pacific	604,425,000	602,885,000	608,914,000	618,048,000	627,319,000
	Electric District	193,261,000	180,956,000	182,765,000	185,507,000	188,289,000
	Heritage Corridor	20,424,000	19,406,000	19,600,000	19,894,000	20,193,000
	Milwaukee District	323,348,000	313,392,000	316,526,000	321,274,000	326,093,000
	North Central Service	49,835,000	47,695,000	48,172,000	48,894,000	49,628,000
	SouthWest Service	46,176,000	45,168,000	45,619,000	46,304,000	46,998,000
	Rock Island District	185,851,000	176,850,000	178,618,000	181,297,000	184,017,000
System Total**		**1,796,998,000**	**1,759,763,000**	**1,777,360,000**	**1,804,021,000**	**1,831,081,000**
Year-to-Year Change		**–**	**-2.1%**	**1.0%**	**1.5%**	**1.5%**
Revenue Car Miles	BNSF Railway	5,491,000	5,464,000	5,450,000	5,453,000	5,450,000
	Union Pacific	11,871,000	11,466,000	11,465,000	11,474,000	11,465,000
	Electric District	4,780,000	4,841,000	4,826,000	4,830,000	4,826,000
	Heritage Corridor	265,000	266,000	265,000	265,000	265,000
	Milwaukee District	6,238,000	6,184,000	6,170,000	6,175,000	6,170,000
	North Central Service	1,001,000	1,004,000	1,000,000	1,000,000	1,000,000
	SouthWest Service	932,000	936,000	932,000	932,000	932,000
	Rock Island District	3,149,000	3,035,000	3,027,000	3,028,000	3,027,000
System Total**		**33,728,000**	**33,196,000**	**33,135,000**	**33,158,000**	**33,135,000**
Year-to-Year Change		**–**	**-1.6%**	**-0.2%**	**0.1%**	**-0.1%**

**Based on January-June actuals*
***South Shore (NICTD) is not included.*
[1] - Based on Ticket Sales and Free Trips
[2] - Based on Ticket Sales but does not include Free Trips
Note: Columns may not add exactly to System Totals due to rounding.

Table 21

Ticket Sales by Ticket Type: July 2009–June 2010

Carrier/Line		Between Chicago, IL (Cook County) and...	Monthly	Ten-Ride	Regular One-Way	Conductor One-Way	Weekend	Link-Up	PlusBus
BNSF Railway		Aurora, IL (Kane County)	237,500	343,500	925,200	486,300	268,700	16,800	6,300
Union Pacific	North	Kenosha, WI (Kenosha County)	112,600	278,600	594,900	670,500	321,100		
	Northwest	Harvard, IL (McHenry County)	120,100	215,900	763,300	724,900	243,400		
	West	Elburn, IL (Kane County)	97,300	165,700	528,500	416,800	214,100		
		Total	**329,900**	**660,100**	**1,886,700**	**1,812,200**	**778,600**	**17,400**	**2,200**
Electric District	Main Line	University Park, IL (Will County)	129,700	173,300	971,600	283,300	135,200		
	Blue Island	Blue Island, IL (Cook County)	1,900	2,700	23,100	4,500	1,800		
	So Chicago	Chicago, IL (Cook County)	8,300	17,000	112,100	21,500	800		
		Total	**139,800**	**193,000**	**1,106,800**	**309,300**	**137,800**	**13,900**	**800**
Heritage Corridor		Joliet, IL (Will County)	13,200	10,600	9,000	12,300	0	100	25
Milwaukee District	North	Fox Lake, IL (Lake County)	82,200	176,300	444,900	418,700	197,300		
	West	Elgin, IL (Kane County)	88,100	117,600	479,000	448,600	188,300		
		Total	**170,300**	**293,800**	**923,900**	**867,300**	**385,600**	**32,500**	**6,400**
North Central Service		Antioch, IL (Lake County)	23,300	30,700	56,900	161,800	0	200	25
SouthWest Service		Manhattan, IL (Will County)	40,600	44,000	77,600	107,800	5,600	800	25
Rock Island District		Joliet, IL (Will County)	133,600	164,300	497,900	289,700	111,800	7,900	300
System Totals*			**1,088,300**	**1,740,100**	**5,484,100**	**4,046,600**	**1,688,000**	**89,700**	**16,100**

**South Shore (NICTD) is not included.*
Note: Columns may not add exactly to System Totals due to rounding.

Ridership-Related Statistics: July 2009–June 2010

Carrier/Line		Passenger Loads (Conductor Counts)								Annual Passenger Trips*	Annual Passenger Miles**	Annual Passenger Revenue	Avg Revenue Per Passenger Trip	Avg Trip Length (miles)
		Weekday Average					Avg Saturday	Avg Sunday	Avg Week					
		Peak	Reverse	Midday	Evening	Total								
BNSF Railway		49,100	4,000	6,500	4,500	64,100	14,600	8,600	343,700	16,261,100	373,223,500	$47,922,000	$2.95	23.0
Union Pacific	North	23,900	6,600	5,400	3,400	39,200	12,100	8,600	216,700	10,511,200	194,719,400	$27,777,900	$2.64	18.5
	Northwest	31,000	2,900	5,700	2,600	42,100	12,400	8,400	231,300	10,098,400	246,373,600	$30,079,800	$2.98	24.4
	West	22,600	1,700	3,600	2,200	30,000	8,500	6,200	164,700	7,644,000	162,723,100	$21,546,800	$2.82	21.3
	Total	**77,500**	**11,200**	**14,700**	**8,200**	**111,300**	**33,000**	**23,200**	**612,700**	**28,253,600**	**603,816,100**	**$79,404,500**	**$2.81**	**21.4**
Electric District	Main Line	22,900	700	3,800	1,700	29,200	6,700	3,300	156,000	9,223,200	177,292,300	$24,881,600	$2.70	19.2
	Blue Island	1,800	200	300	100	2,400	700	0	12,700	169,400	2,390,300	$380,900	$2.25	14.1
	So Chicago	3,700	500	1,100	300	5,600	2,000	800	30,800	738,300	7,278,100	$1,159,600	$1.57	9.9
	Total	**28,400**	**1,400**	**5,200**	**2,100**	**37,200**	**9,400**	**4,100**	**199,500**	**10,130,900**	**186,960,700**	**$26,422,100**	**$2.61**	**18.5**
Heritage Corridor		2,600	0	0	0	2,600	0	0	13,000	706,800	19,866,700	$2,211,500	$3.13	28.1
Milwaukee District	North	16,300	3,100	2,900	1,600	23,900	5,600	3,700	128,800	6,993,400	160,392,700	$20,804,800	$2.97	22.9
	West	17,200	1,100	2,400	1,300	22,000	5,700	3,700	119,400	6,633,100	157,762,000	$19,874,900	$3.00	23.8
	Total	**33,500**	**4,200**	**5,300**	**2,900**	**45,900**	**11,300**	**7,400**	**248,200**	**13,626,500**	**318,154,700**	**$40,679,700**	**$2.99**	**23.3**
North Central Service		4,400	300	500	200	5,400	0	0	27,000	1,593,500	48,662,100	$5,602,200	$3.52	30.5
SouthWest Service		8,100	100	800	400	9,400	300	0	47,300	2,618,800	45,673,200	$6,590,300	$2.52	17.4
Rock Island District		26,400	600	3,200	1,100	31,200	3,900	2,600	162,500	8,512,700	181,545,400	$24,145,600	$2.84	21.3
System Totals* **		**230,000**	**21,800**	**36,300**	**19,300**	**307,300**	**72,400**	**46,100**	**1,653,900**	**81,704,000**	**1,777,902,500**	**$232,977,900**	**$2.85**	**21.8**

Note: Columns may not add exactly to System Totals due to rounding. Values rounded to nearest 100.
** Includes free trips*
*** Does not include free trips*
**** South Shore (NICTD) is not included.*

Table 23

2011 Adult Fare Schedule

	Ticket	A	B	C	D	E	F	G	H	I	J	K	M
	Monthly	58.05											
A	Ten-Ride	18.30											
	One-Way	2.25											
	Monthly	63.45	58.05										
B	Ten-Ride	20.00	18.30							Weekend: $7.00			
	One-Way	2.50	2.25							On-Board Surcharge: $3.00			
	Monthly	90.45	63.45	58.05									
C	Ten-Ride	28.50	20.00	18.30									
	One-Way	3.50	2.50	2.25									
	Monthly	102.60	90.45	63.45	58.05								
D	Ten-Ride	32.30	28.50	20.00	18.30								
	One-Way	4.00	3.50	2.50	2.25								
	Monthly	116.10	102.60	90.45	63.45	58.05							
E	Ten-Ride	36.55	32.30	28.50	20.00	18.30							
	One-Way	4.50	4.00	3.50	2.50	2.25							
	Monthly	128.25	116.10	102.60	90.45	63.45	58.05						
F	Ten-Ride	40.40	36.55	32.30	28.50	20.00	18.30						
	One-Way	5.00	4.50	4.00	3.50	2.50	2.25						
	Monthly	139.05	128.25	116.10	102.60	90.45	63.45	58.05					
G	Ten-Ride	43.80	40.40	36.55	32.30	28.50	20.00	18.30					
	One-Way	5.50	5.00	4.50	4.00	3.50	2.50	2.25					
	Monthly	152.55	139.05	128.25	116.10	102.60	90.45	63.45	58.05				
H	Ten-Ride	48.05	43.80	40.40	36.55	32.30	28.50	20.00	18.30				
	One-Way	6.00	5.50	5.00	4.50	4.00	3.50	2.50	2.25				
	Monthly	164.70	152.55	139.05	128.25	116.10	102.60	90.45	63.45	58.05			
I	Ten-Ride	51.85	48.05	43.80	40.40	36.55	32.30	28.50	20.00	18.30			
	One-Way	6.50	6.00	5.50	5.00	4.50	4.00	3.50	2.50	2.25			
	Monthly	178.20	164.70	152.55	139.05	128.25	116.10	102.60	90.45	63.45	58.05		
J	Ten-Ride	56.10	51.85	48.05	43.80	40.40	36.55	32.30	28.50	20.00	18.30		
	One-Way	7.00	6.50	6.00	5.50	5.00	4.50	4.00	3.50	2.50	2.25		
	Monthly	190.35	178.20	164.70	152.55	139.05	128.25	116.10	102.60	90.45	63.45	58.05	
K	Ten-Ride	59.95	56.10	51.85	48.05	43.80	40.40	36.55	32.30	28.50	20.00	18.30	
	One-Way	7.50	7.00	6.50	6.00	5.50	5.00	4.50	4.00	3.50	2.50	2.25	
	Monthly	217.35	203.85	190.35	178.20	164.70	152.55	139.05	128.25	116.10	102.60	90.45	58.05
M	Ten-Ride	68.45	64.20	59.95	56.10	51.85	48.05	43.80	40.40	36.55	32.30	28.50	18.30
	One-Way	8.50	8.00	7.50	7.00	6.50	6.00	5.50	5.00	4.50	4.00	3.50	2.25

Table 24

2011 Special User Fares

	Ticket	A	B	C	D	E	F	G	H	I	J	K	M
	Monthly	39.40											
A	Ten-Ride	10.50											
	One-Way	1.00											
	Monthly	43.15	39.40										
B	Ten-Ride	11.50	10.50										
	One-Way	1.25	1.00										
	Monthly	61.90	43.15	39.40									
C	Ten-Ride	16.50	11.50	10.50									
	One-Way	1.75	1.25	1.00									
	Monthly	71.25	61.90	43.15	39.40								
D	Ten-Ride	19.00	16.50	11.50	10.50								
	One-Way	2.00	1.75	1.25	1.00								
	Monthly	80.65	71.25	61.90	43.15	39.40							
E	Ten-Ride	21.50	19.00	16.50	11.50	10.50							
	One-Way	2.25	2.00	1.75	1.25	1.00							
	Monthly	88.15	80.65	71.25	61.90	43.15	39.40						
F	Ten-Ride	23.50	21.50	19.00	16.50	11.50	10.50						
	One-Way	2.50	2.25	2.00	1.75	1.25	1.00						
	Monthly	95.65	88.15	80.65	71.25	61.90	43.15	39.40					
G	Ten-Ride	25.50	23.50	21.50	19.00	16.50	11.50	10.50					
	One-Way	2.75	2.50	2.25	2.00	1.75	1.25	1.00					
	Monthly	105.00	95.65	88.15	80.65	71.25	61.90	43.15	39.40				
H	Ten-Ride	28.00	25.50	23.50	21.50	19.00	16.50	11.50	10.50				
	One-Way	3.00	2.75	2.50	2.25	2.00	1.75	1.25	1.00				
	Monthly	114.40	105.00	95.65	88.15	80.65	71.25	61.90	43.15	39.40			
I	Ten-Ride	30.50	28.00	25.50	23.50	21.50	19.00	16.50	11.50	10.50			
	One-Way	3.25	3.00	2.75	2.50	2.25	2.00	1.75	1.25	1.00			
	Monthly	123.75	114.40	105.00	95.65	88.15	80.65	71.25	61.90	43.15	39.40		
J	Ten-Ride	33.00	30.50	28.00	25.50	23.50	21.50	19.00	16.50	11.50	10.50		
	One-Way	3.50	3.25	3.00	2.75	2.50	2.25	2.00	1.75	1.25	1.00		
	Monthly	131.25	123.75	114.40	105.00	95.65	88.15	80.65	71.25	61.90	43.15	39.40	
K	Ten-Ride	35.00	33.00	30.50	28.00	25.50	23.50	21.50	19.00	16.50	11.50	10.50	
	One-Way	3.75	3.50	3.25	3.00	2.75	2.50	2.25	2.00	1.75	1.25	1.00	
	Monthly	150.00	140.65	131.25	123.75	114.40	105.00	95.65	88.15	80.65	71.25	61.90	39.40
M	Ten-Ride	40.00	37.50	35.00	33.00	30.50	28.00	25.50	23.50	21.50	19.00	16.50	10.50
	One-Way	4.25	4.00	3.75	3.50	3.25	3.00	2.75	2.50	2.25	2.00	1.75	1.00

Table 25

2011 Projected Cash Flow Summary

	January	February	March	April	May	June	July	August	September	October	November	December	Total
Beginning Balance December 31, 2010	**$36,560**												
		$53,525	$52,960	$53,527	$49,722	$46,077	$41,819	$55,792	$48,919	$45,883	$42,794	$37,393	
Operating Revenue	$22,859	$22,217	$22,904	$23,498	$23,889	$24,941	$25,971	$24,460	$24,598	$25,422	$23,430	$23,111	$287,300
Capital Farebox Revenue	820	820	820	820	820	820	820	820	820	820	820	980	10,000
Subtotal Operating Revenue	**$23,679**	**$23,037**	**$23,724**	**$24,318**	**$24,709**	**$25,761**	**$26,791**	**$25,280**	**$25,418**	**$26,242**	**$24,250**	**$24,091**	**$297,300**
RTA Sales Tax	$27,266	$27,266	$27,266	$20,637	$20,637	$20,637	$21,715	$21,715	$21,715	$21,715	$21,715	$21,715	$273,999
State PTF	21,052	0	0	0	0	0	20,512	0	0	0	0	0	41,564
Subtotal RTA Sales Tax / State PTF	**$48,318**	**$27,266**	**$27,266**	**$20,637**	**$20,637**	**$20,637**	**$42,227**	**$21,715**	**$21,715**	**$21,715**	**$21,715**	**$21,715**	**$315,563**
FTA	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$60,000
RTA	351	29	2,105	777	120	103	103	84	171	1,043	1,989	4,587	11,462
IDOT/SOI	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal Capital	**$5,351**	**$5,029**	**$7,105**	**$5,777**	**$5,120**	**$5,103**	**$5,103**	**$5,084**	**$5,171**	**$6,043**	**$6,989**	**$9,587**	**$71,462**
Total Cash Receipts	**$77,348**	**$55,332**	**$58,095**	**$50,732**	**$50,466**	**$51,501**	**$74,121**	**$52,079**	**$52,304**	**$54,000**	**$52,954**	**$55,393**	**$684,325**
Operating Expenses	$55,704	$52,628	$54,287	$51,296	$50,902	$52,089	$54,847	$52,420	$51,417	$51,517	$51,935	$55,160	$634,202
Capital Farebox Expenses	820	820	820	820	820	820	820	820	820	820	820	980	10,000
Subotal Operating Expenses	**$56,524**	**$53,448**	**$55,107**	**$52,116**	**$51,722**	**$52,909**	**$55,667**	**$53,240**	**$52,237**	**$52,337**	**$52,755**	**$56,140**	**$644,202**
FTA/RTA/IDOT	$1,699	$289	$261	$261	$229	$690	$2,321	$3,552	$943	$2,592	$3,440	$4,290	$20,567
Continuation Projects	2,160	2,160	2,160	2,160	2,160	2,160	2,160	2,160	2,160	2,160	2,160	2,240	26,000
Metra	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal Capital Projects	**$3,859**	**$2,449**	**$2,421**	**$2,421**	**$2,389**	**$2,850**	**$4,481**	**$5,712**	**$3,103**	**$4,752**	**$5,600**	**$6,530**	**$46,567**
Total Cash Disbursements	**$60,383**	**$55,897**	**$57,528**	**$54,537**	**$54,111**	**$55,759**	**$60,148**	**$58,952**	**$55,340**	**$57,089**	**$58,355**	**$62,670**	**$690,769**
Ending Balance	**$53,525**	**$52,960**	**$53,527**	**$49,722**	**$46,077**	**$41,819**	**$55,792**	**$48,919**	**$45,883**	**$42,794**	**$37,393**	**$30,116**	

Note: Metra has advised the RTA that we may need to request the ability to draw from RTAs short term borrowing authority. Circumstances that would force the use of these funds would be late receipts of sales tax or other funding, or available cash falling below certain levels.

Table 26

County Board Presentation Schedule

Date & Time	Board	Location
Tuesday, October 12, 2010 | 10 AM	DuPage County Board	DuPage County Board DuPage County Administration Building 421 N. County Farm Road Wheaton, Illinois
Thursday, October 21, 2010 | 9:30 AM	Will County Board	Will County Board Will County Board Office 302 N. Chicago Street Joliet, Illinois
Monday, October 25, 2010 | 9 AM	Kane County Board	Kane County Board Transportation Committee Kane County Government Center County Board Room 719 Batavia Avenue, Building A Geneva, Illinois
Wednesday, November 3, 2010 | 10 AM	Cook County Board	Cook County Board of Commissioners County Building 118 N. Clark Street, 5th Floor Chicago, Illinois
Thursday, November 4, 2010 | 9 AM	McHenry County Board	McHenry County Board County Board Room 667 Ware Road Woodstock, Illinois
Tuesday, November 9, 2010 | 9:45 AM	Kane County Board	Kane County Board Kane County Government Center County Board Room 719 Batavia Avenue, Building A Geneva, Illinois
Tuesday, November 16, 2010 | 9 AM	Lake County Board	Lake County Board Lake County Court House County Board Room 18 N. County Street Waukegan, Illinois

Table 27

Proposed Budget Public Hearing Schedule

Date & Time	County	Location
Wednesday, November 3, 2010 **4-7 PM**	Kane County	Geneva City Hall City Council Chamber 22 S. First Street Geneva, Illinois
	McHenry County	Woodstock City Hall City Council Chambers 121 W. Calhoun St. Woodstock, Illinois
	Suburban Cook (North)	Arlington Heights Village Hall Hanson Room, 3rd Floor 33 South Arlington Heights Road Arlington Heights, Illinois
	Suburban Cook (South)	Homewood Village Hall Village Board Room 2020 Chestnut Road Homewood, Illinois
Thursday, November 4, 2010 **4-7 PM**	City of Chicago	Metra 547 W. Jackson Blvd. 13th Floor Board Room Chicago, Illinois
	DuPage County	Clarendon Hills Village Hall Village Board Room 1 N. Prospect Avenue Clarendon Hills, Illinois
	Lake County	Grayslake Village Hall Village Board Room 10 South Seymour Grayslake, Illinois
	Will County	Joliet City Hall Conference Room #1 150 West Jefferson Street Joliet, Illinois

Commuter Rail Board Ordinance No. MET 10-

Be It Ordained:

1. The Board of Directors of the Commuter Rail Division of the Regional Transportation Authority ("Commuter Rail Division") hereby releases the Preliminary 2011 Operating and Capital Program and Budget, the 2012-2013 Financial Plan, and the 2011-2015 Capital Program for Public Hearings and public discussion.

2. The Board of Directors of the Commuter Rail Division also authorizes said Public Hearings to be held in the City of Chicago, Suburban Cook County, DuPage County, Kane County, Lake County, McHenry County, and Will County with times and locations as specified in the Legal Notice. This is in compliance with Section 3B.10 of the Regional Transportation Authority Act, (70 ILCS 3615/3B.10).

Metra's Title VI Policy

In accordance with Metra's responsibilities under Title VI of the Civil Rights Act of 1964, and pursuant to CFR 21.9(d), it is Metra's goal to ensure 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.

Metra is in compliance with Title VI of the Civil Rights Act of 1964 and 49 CFR 21.9(d).

Any information regarding Metra's Title VI policy/ procedures can be requested from Metra's Office of DBE Administration.

Metra has established a Title VI complaint procedure for anyone who believes he or she has been discriminated against in violation of this policy. Complaints related to Title VI can be filed with Metra's Office of DBE Administration at (312) 322-6323.

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