



# FISCAL YEAR 2020-2021 Adopted Budget



**SOUTHERN CALIFORNIA REGIONAL RAIL AUTHORITY**

**SOUTHERN CALIFORNIA  
REGIONAL RAIL AUTHORITY**

**FISCAL YEAR 2020-21  
BUDGET**

**Adopted September 25, 2020**

Los Angeles County Metropolitan Transportation Authority

Orange County Transportation Authority

Riverside County Transportation Commission

San Bernardino County Transportation Authority

Ventura County Transportation Commission

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# SOUTHERN CALIFORNIA REGIONAL RAIL AUTHORITY

## FY2020-21 BUDGET

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## CREATE VALUE, EXCEED EXPECTATIONS

In a profound year of disruption caused by the COVID-19 pandemic, Metrolink marshalled the experience and innovation of our employees to weather the storm and create a smarter, better, more essential organization. Our fundamental value of safety was our North Star as we took the swift and necessary steps to keep our employees and riders safe.



As the year of COVID-19 pandemic progressed, Metrolink and its employees became even more essential to helping our community function safely. Frontline workers relied on our service to get to their jobs in healthcare, transportation, food services and beyond.

The pandemic cast a pall over what had started as an exciting year--my second as the chief executive. In February 2020, job growth and higher gasoline prices created favourable economic conditions for Metrolink. System-wide ridership was 1,013,757 (8.3% higher than the same month the previous year) with most lines reporting their best ridership growth in many months. Metrolink was on track to have another year of record-breaking ridership.

After COVID-19 pandemic struck, our experience at Metrolink mirrored that of the global public transportation sector. With stay-at-home orders declared in March by the governor, our ridership plunged, at its lowest, by 90 percent, and that drop-off persisted through the calendar year.

Facing many unknowns, we conducted a survey of 200,000 riders to understand their concerns and expectations, and based on those findings, developed a Five-Point Recovery Plan, adopted by the Metrolink Board in September, to build the confidence and trust of our riders and employees, and elevate our value proposition for our community, with a focus on a thriving sustainable rail system for everyone:

## HEALTH AND SAFETY

- Deployed stringent requirements for physical distancing, wearing of face masks; promoted contactless ticketing and developed How Full is My Train? online tool to easily check ridership levels.

## OPERATIONAL TRANSPARENCY

- Ensured frequent and visible disinfecting of trains and stations throughout the day by our Clean Care Crew.
- Enhanced cleaning of trains and facilities including the installation of more sanitation stations

## TRIPLE THE BOTTOM LINE (stimulating the local economy, accelerating a cleaner environment, and ensuring equity)

- Accelerated deployment of new, low-emission Tier 4 locomotives, with plans to complete a Fleet Locomotive study this fiscal year with an emphasis on alternative fuels, as part of our plan to build toward a zero-emission future.
- Continue plans to create the SoCal Explorer rewards program this fiscal year to reward riders for staying with Metrolink as well as attract new riders.
- Plans to develop procurement programs this fiscal year to support small businesses.
- Plans to launch an on-line store with Metrolink merchandise to enhance our customer relationships and build our brand awareness.
- Developed cost-saving and ridership growth initiatives to help adapt to current needs and behaviors during the pandemic. New products include the 5-Day Flex Pass and Kids Ride Free on Weekends promotion for deployment this fiscal year.

## FUTURE-PROOF OPERATIONS

- Plans to achieve efficient stewardship by optimizing operations, improved coordination with LOSSAN, coordinated first/last mile connections with transit providers and leveraged opportunities to accelerate capital projects this fiscal year.
- Forged ahead with the Southern California Optimized Rail Expansion (SCORE) program with the goal to improve infrastructure and frequency of service prior to the 2028 Los Angeles Olympic and Paralympic Games, and beyond.

## SUSTAINABLE FINANCIAL PERFORMANCE

- Plans to effectively manage an estimated \$227 million in CARES funding to help ensure a balanced budget in FY21 without additional subsidies to offset fare revenue loss.

At every level of our organization, Metrolink has been thinking differently about our business and using this time of disruption as an opportunity to build a better agency. We will emerge from this current environment with greater efficiency and enhanced safety and communication with our riders. I am confident that we will be poised to welcome our riders back with a fleet that is more environmentally friendly than ever before, train cars that are safe and clean and a system that strives for 100 percent on-time performance.

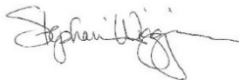
This budget reflects the work we have ahead. As we monitor exposure and infection rates, we will actively work to develop and monitor ridership recovery scenarios and continue our work on initiatives that advance a healthier Southern California. At the same time, we will continue our vigilance in leveraging operating expense efficiencies to mitigate pandemic cost increases, identify discretionary cost savings and implement revenue-generating ideas.

I wish to thank members of the Board of Directors for their tireless efforts this year. In addition, I thank the Member Agencies and Metrolink staff who helped in the development and approval of this budget.

I am optimistic about this budget as a vehicle to lead us through the challenges of the present to ensure our success in the future.

Sincerely,

Sincerely,



Stephanie N. Wiggins  
Chief Executive Officer



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SECTION 1

**EXECUTIVE SUMMARY**

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# **SOUTHERN CALIFORNIA REGIONAL RAIL AUTHORITY**

## **FY2020-21 BUDGET**

### **SECTION 1: Executive Summary**

#### **1.1 Introduction**

In its 28<sup>th</sup> year of operation, the Southern California Regional Rail Authority (SCRRA), operating as Metrolink, is Southern California's only inter-county commuter rail provider, furnishing transportation services for over 9.4 million unlinked passenger trips in FY20. As Southern California's second largest transit provider in terms of passenger miles, Metrolink has one of the lowest subsidies per passenger mile of all major transit operators in Southern California. Metrolink service reduces car congestion at a fraction of the cost of expanding highways, removed approximately 9.3 million auto trips from our local roadways in FY19.

For over two decades, SCRRA has enhanced the quality of life in Southern California by reducing highway congestion and improving mobility throughout the region. Metrolink is governed by SCRRA, a Joint Powers Authority (JPA) made up of an 11-member board representing the transportation commissions of Los Angeles, Orange, Riverside, San Bernardino and Ventura counties. At a time when public transportation providers across the region and country continue to experience steep declines, demand for Metrolink continues to grow.

#### **1.2 Metrolink in Perspective**

##### **Service**

- Metrolink is the nation's third largest commuter rail system, with 537 route miles, and operates the cleanest commuter rail fleet in the nation.
- Metrolink is the largest transportation provider for inter-county travel in the Southern California mega region. Metrolink service encompasses 2.9 million train miles annually.
- Metrolink is the second largest transit provider in Southern California, in terms of passenger miles, servicing more than 406 million passenger miles annually.
- Each weekday in FY19, Metrolink riders traveled more than 1.4 million miles, enough to cover three roundtrips to the moon.
- 82% of Metrolink weekday trips are work related (FY19).
- 60% of Metrolink riders travel across county lines connoting a truly regional system (FY19).
- 61% of all Metrolink boarding's are in Los Angeles County (FY19).



- Metrolink trains reduced directional peak hour traffic volumes by up to 25% on parallel freeways in FY19.

### Cost Efficiency

- Metrolink’s FY2018-19 revenue recovery ratio was 42.7%, one of the highest of any major transit system in Southern California.
- Metrolink continues to have one of the lowest subsidies per passenger mile among major transit operators in Southern California.

### Regional Benefits

- 85% of Metrolink weekday riders have access to a car. However, by taking Metrolink, they helped the region avoid the following in FY2019-20:
  - 9.3 million car trips annually
  - 339 million vehicle miles traveled (VMT) annually
  - 130,000 metric tons of greenhouse gas (GHG) emissions

### Performance Statistics by Line

METRIC	VCL	AVL	SBL	RVL	OCL	91/PVL	IEOC
Metrolink Passenger Miles (a) (000's)	27,535	68,752	104,594	33,321	96,429	35,595	44,586
Car trips avoided (b) (000's)	952	1,262	2,360	870	2,459	752	1,201
VMT avoided (b) (000's)	23,903	46,557	83,999	30,153	82,778	29,982	40,710
GHG, metric tons (d)	4,628	6,089	21,492	8,880	24,406	7,961	10,046
Metrolink ridership as Peak Hr Lane Capacity on parallel freeways (c)	0.5		1.1		0.8		0.9
Directional Peak Hr Volume relief on parallel freeways up to: (c)	11%		10%		25%		0.1%

**NOTES:**

(a) FY19 Actual. Passenger Miles in San Diego County are included for Orange County.

(b) California Air Resources Board (2019). TIRCP Benefits Calculator Tool (<http://ww2.arb.ca.gov/resources/documents/cqi-quantification-benefits-and-reporting-materials?corr>).

(c) Metrolink (2019). Lane capacity equivalent calculated using Metrolink conductor counts and CalTrans AADT traffic counts at peak load point within line corridor.

### 1.3 Metrolink in Comparison

	Average trip length (miles)	Revenue per trip	Revenue per passenger mile	Operating cost per passenger mile	Subsidy per passenger mile	Revenue per train mile	Operating cost per train mile	Farebox recovery ratio (%)
<b>COMMUTER RAIL</b>								
<b>METROLINK</b>	<b>30.9</b>	<b>\$ 5.83</b>	<b>\$ 0.19</b>	<b>\$ 0.54</b>	<b>\$ 0.35</b>	<b>\$ 5.99</b>	<b>\$ 17.39</b>	<b>35.2%</b>
Maryland Transit Administration: MARC Train	29.5	\$ 5.63	\$ 0.19	\$ 0.58	\$ 0.39	\$ 7.57	\$ 24.74	32.6%
Massachusetts Bay Transportation Authority: MBTA	20.7	\$ 6.97	\$ 0.34	\$ 0.55	\$ 0.21	\$ 9.04	\$ 15.14	61.6%
Metro North (New York)	23.5	\$ 8.06	\$ 0.34	\$ 0.58	\$ 0.24	\$ 9.75	\$ 18.56	58.8%
METRA (Chicago)	22.2	\$ 5.41	\$ 0.24	\$ 0.50	\$ 0.26	\$ 8.11	\$ 17.45	48.6%
CALTRAIN	22.1	\$ 5.24	\$ 0.24	\$ 0.31	\$ 0.07	\$ 13.16	\$ 17.69	76.2%
SEPTA	13.5	\$ 4.49	\$ 0.33	\$ 0.70	\$ 0.37	\$ 6.85	\$ 15.07	47.7%
Virginia Railway Express	30.6	\$ 9.12	\$ 0.30	\$ 0.55	\$ 0.25	\$ 15.96	\$ 32.49	53.8%
<b>LOCAL TRANSIT AGENCY</b>								
Los Angeles County Metropolitan Transportation Authority	5.6	\$ 0.77	\$ 0.16	\$ 0.84	\$ 0.68	\$ 2.66	\$ 18.78	15.7%
Riverside Transit Agency: RTA	22.4	\$ 1.13	\$ 0.14	\$ 0.83	\$ 0.69	\$ 0.75	\$ 5.37	13.5%
OMNITRANS	4.6	\$ 1.04	\$ 0.20	\$ 2.74	\$ 2.55	\$ 1.15	\$ 7.21	12.6%
Orange County Transportation Authority	11.6	\$ 1.07	\$ 0.27	\$ 1.08	\$ 0.81	\$ 1.77	\$ 8.03	15.1%

Source: 2018 National Transit Database

Fixed route only, includes purchased and directly operated service.

Metrolink compares favorably with other forms of Southern California mass transit, as well as with some of the largest commuter rail organizations in the nation. As shown in the chart above, Metrolink's operating cost per train mile and per passenger mile is lower than many of the largest rail lines.

While maintaining this level of performance, Metrolink works continuously to achieve new goals and meet new challenges to better serve our customers and the community. Metrolink brings leading-edge technology to the service of our customers, increasing convenience and safety.

### 1.4 Accomplishments in FY2019-2020

Below are highlights of Metrolink accomplishments during FY2019-2020:

- Metrolink has replaced 31 Legacy locomotives with new Tier 4 locomotives. The Tier 4 technology removes particulate matter and NOx emissions by 85% compared to our legacy locomotives with Tier 0 technology.
- Positive Train Control (PTC) is the centerpiece of Metrolink's unwavering commitment to safety, providing protective collision avoidance, prevents work zone incursion, switch misalignment detection, and overspeed prevention. Metrolink was the first commuter railroad in the nation to complete implementation of PTC and the first to achieve interoperability with BNSF, UPRR, Amtrak, and NCTD.

- Plans were finalized to begin work on new service to Redlands featuring DMU technology.
- The Metrolink Marketing Department, yet again, garnered an American Public Transportation Association (APTA) AdWheel Award. In 2019, the award was:
  - FOR *CEO Chat*: Best Marketing & Communications to Highlight Transit Needs/Funding – Social Media
  - Entry: CEO Social Connect
- Grant activity in FY2019-20 led to the acquisition of \$104.4 million in new grants. When Metrolink is awarded competitive and formula grants directly, critical projects that could not have otherwise been funded can be implemented. Grant awards also reduce the impact on Member Agencies.
- Metrolink began a \$70 million multi-year project for the complete refurbishment of over 50 passenger cars to provide a better customer experience.
- Introduced weekend service to all Perris Valley stations in Riverside County and improved weekday service between Orange and Los Angeles counties to better serve commuters' work schedules.
- Dispatched Santa and his helpers to bring holiday cheer aboard Metrolink's Pilot Holiday Express Trains.
- Launched new pilot partnership with Uber to offer vouchers to riders following a service disruption enabling riders to have a seamless process to seek reimbursements.
- Launched an array of new communications systems and protocols for passengers.
- And Post COVID-19 Pandemic
  - The uncertain COVID-19 pandemic environment caused consumer anxiety when contemplating the use of public transportation. Metrolink knew ridership recovery would require gaining the public's confidence through quick actions and consistent transparent communications.

Metrolink conducted an online survey to 226,000 riders and found customers were aligned in their desire for well-disinfected trains, social distancing measures and hand sanitizers on every train.

- Metrolink responded to this feedback by creating an additional primary Goal for the organization “Ensure a safe, healthy passenger environment”, and took actions as shown below.

## **1.5 Objectives for FY2020-21**

The COVID-19 pandemic has affected businesses world-wide. Public transit systems have been especially hard hit. Metrolink has experienced a ridership drop of 90% and a corresponding reduction in Farebox Revenue which will total an estimated \$63 million in FY2020-21. The FY2020-21 Budget reflects Metrolink’s determination to continue the Authority’s vision to improve the customer experience, and keep passengers safe, while operating in the most efficient manner consistent with that vision. The budget provides funding in alignment with the Authority’s board approved strategic priorities for the upcoming fiscal year and the strategic goals those activities support:

- Goal #1: Ensure a Safe Operating Environment.
  - Continue emphasis on safe operations, with the upgraded operation of PTC as the centerpiece of our efforts.
- Goal #2: Ensure a Safe, Healthy Passenger Environment.
  - Enhanced cleaning procedures: additional staff to clean trains throughout the day and the introduction of electrostatic sprayers to disinfect train cars daily; also, installation of hand sanitizers near every train car door and implementation of a face mask policy.
  - Roll out new “Clean Commuting” signs on all Metrolink trains and platforms, reminding riders how enhanced procedures were keeping them safe through cleaning, a mask requirement and social distancing guidelines. The message reinforced through conductor announcements and social media.
- Goal #3: Maintain Fiscal Sustainability.
  - Regain Ridership lost during COVID-19 pandemic to 50% pre-COVID levels.
  - Complete steps to establish a more consolidated contracted service base for Railroad Maintenance.

- Goal #4: Invest in People and Assets.
  - Enhance rider experience through a \$70 million rehabilitation of Passenger Cars.
  - Implement technology improvements determined in the FY2019-20 study.
- Goal #5: Retain and Grow Ridership.
  - The establishment of a Customer Loyalty Program to reward our most steadfast passengers.
- Goal #6 Improve Communications to Customers and Stakeholders.
  - Continue the implementation of systems to enhance communication with our passengers.
- Anticipated completion of key Capital / Rehabilitation projects:
 

San Capistrano to Laguna Niguel Passing Siding	\$5.50 million
Sierra Highway Cantilever Installation	1.50 million
Cedar Avenue Grade Crossing Improvements	0.67 million
Burbank Junction Final Design	
Burbank-LA Signal Modifications Final Design	
CMF Tail Track Final Design	

## 1.6 FY2020-21 Budget in Brief

The FY2020-21 Operating Budget of \$260.5 million is a decrease of 0.9% from the FY2019-20 Operating Budget. Total SCRRRA revenues are estimated to be \$43.5 million, down from the FY2019-20 Budget by \$61.9 million or 58.7%, as a result of the anticipated continuing impact of the COVID-19 pandemic on Farebox Revenues in FY2020-21. Member Agency subsidies have been set at \$146.4 million, a decrease of \$11.1 million, or 7.0% less than the requested subsidy for the FY2019-20 Budget. The remaining required funding totaling \$70.6 million will be funded by the CARES Act (See CARES Act below).

The Capital Program provides an additional \$54.3 million in funding authorization. The entire amount to fund Rehabilitation Projects only.

## 1.7 Key FY2020-21 Budget Information

SCRRRA is a JPA created to plan, design, build and operate the Metrolink commuter rail service in the Southern California region. In FY2020-21, Metrolink will provide service on seven routes to 62 stations with over 537 route miles. The system map is provided as Exhibit 1.1.

During FY2020-21, Metrolink will operate 108 weekday trains and 88 weekend trains. This is a reduction from FY2019-20 in response to the COVID-19 pandemic. Current estimates are expected to bring a return to FY2019-20 levels in the third quarter of FY2022-23. Average daily weekday one-way ridership is projected at 14,319, which the COVID-19 pandemic has reduced by 68.5%. Additionally, we estimate 3,649 riders will take advantage of Saturday and Sunday services offered on the Antelope Valley, Inland Empire-Orange County, Orange County, 91/PVL, San Bernardino and Ventura lines, which is down 67.2% from FY2019-20.

Metrolink operates approximately 75% of Member Agency-owned territory. SCRRA will dispatch 108 Metrolink trains, up to 18 Amtrak and 60 freight trains per day. In addition, Metrolink is responsible for the maintenance of right-of-way owned by SCRRA Member Agencies, that span 298.75 service route miles, and dispatching of 301.57 service route miles.

SCRRA's Capital Program includes ongoing rehabilitation of right-of-way, facilities, equipment, rolling stock, and expansion of the commuter rail system through the acquisition and construction of new assets.

## **1.8 The FY2020-21 Operational Budget Statistics**

- Operating Expense per train mile is \$95.44, excluding Extraordinary Maintenance-of-Way (MOW) (7.7% increase from the FY2019-20 Budget).
- Operating Subsidy per passenger mile equals \$1.56 (a 342% increase from the FY2019-20 Budget).
- Operating Expenses per passenger mile is \$1.86 (a 217.9% increase from the FY2019-20 Budget).
- Total Operating Revenue recovery is projected to equal 16.7% (a 58.4% decrease from the FY2019-20 Budget).
- Farebox recovery is projected at 10.4% (a 69.6% decrease from the FY2019-20 Budget).
- Member Agency subsidies are estimated to provide 56.2% of costs Funding in FY2020-21. An additional 27.1% of required funding will be provided by CARES Act Funds.
- Diesel fuel costs will continue to be managed using a Fuel Purchase Program which is designed to stabilize the fuel budget and minimize large year-over-year variances.

## **1.9 Administrative Requirements**

Under the terms of the JPA establishing SCRRA, the Chief Executive Officer submits a Preliminary Fiscal Year Budget for the following fiscal year to the SCRRA Board for transmittal to Member Agencies no later than May 1 of each year. The Preliminary Budget includes projected Authority revenues, administrative and operating costs, and capital program. The net of operating revenues and expenses represent the funding required to carry out the objectives of the Authority. In FY2020-21 a portion of this required funding will be provided by subsidies from the Member Agencies, while another portion will be covered by CARES Act funds. Decisions involving capital, operating fund allocations, and annual approval of each Member Agency's share of SCRRA's annual budget, require approval by the Member Agencies.

The SCRRA Board approved the transmittal of the FY2020-21 Proposed Budget on July 24, 2020, and the document was transmitted to the Member Agencies on July 24, 2020. The FY2020-21 Budget was adopted by the SCRRA Board on September 25, 2020.

### **1.10 Budget Development and Assumptions**

The development of SCRRA's FY2020-21 Budget was based on revenues, operating costs, and capital investment required to provide a safe, efficient and reliable commuter rail operation, while fulfilling the objectives of the Authority, and responding to the extraordinary new requirements resulting from the COVID-19 pandemic.

The SCRRA budget is made up of two principal components:

- Operating Budget (Train Operations, MOW, and Insurance) and,
- Capital Program (Rehabilitation Projects and New Capital Projects).

Funding for these costs is derived from SCRRA fare revenue and other income, with the balance provided by grants and subsidies provided by the five Member Agencies and grants awarded directly to SCRRA. In FY2020-21 significant funding has been provided by the CARES Act, designed to provide relief to organizations under financial stress as a result of the COVID-19 pandemic. Under the terms of the JPA, each Member Agency approves its individual Operating and Capital subsidies for the upcoming fiscal year. These subsidies are based on a series of formulated board approved allocations that distribute revenue and costs across operating line segments and Member Agencies.

### **1.11 Summary of Operating Revenues and Subsidy Funding**

SCRRA generates Operating Revenue from four sources: Fare, Dispatching, MOW, and Other Revenue.

*Fare Revenues* – The FY2020-21 Budget assumes annual ridership of 4.1 million passengers will generate Fare Revenues equal to \$26.2 million, a decrease of \$61.5 million, or 70.1%, from the FY2019-20 Budget. The FY2020-21 Budget includes a continued 25% fare reduction on the San Bernardino Line funded by Metro and SBCTA. Projections of Fare Revenues also include \$0.2 million generated by Special Trains.

*Dispatching Revenue* – SCRRA provides dispatching services to freight railroads and Amtrak Intercity operating on the rights-of-way which SCRRA administers. These revenues are volume-based, and individual rates are contained in existing agreements that govern rate increases. The total Dispatching Revenues are budgeted at \$2.3 million, an increase of 7.1% from the FY2019-20 Budget.

*MOW Revenue* – As the operating administrator of its member-owned rights-of-way, SCRRA receives revenues from freight railroads and Amtrak Intercity Services for their right to operate in its territories. Member Agency subsidies for ordinary maintenance are partially offset by revenues received from freight railroads and Amtrak Intercity Services. Most of the MOW revenue rates were negotiated based on the historical expenditures on MOW by freight railroads prior to the purchase of these right-of-way properties by the Member Agencies. Consequently, these revenue rates do not completely offset the escalating costs of maintaining a higher standard of quality for passenger rail service. The FY2020-21 Budget projects MOW revenues at \$13.0 million which is \$0.05 million, or 0.4%, less than the FY2020-21 Budget. The increase is primarily related to revenue from additional crossings.

*Other Revenues* – For FY2020-21, total budgeted amount for Other Revenues is \$1.1 million. SCRRA will continue to offer advertising space on Metrolink trains to select organizations and have budgeted \$1.0 million for Marketing Advertising, and \$0.1 million for disposal of fixed assets, citations, and miscellaneous revenues.

## **1.12 Summary of Operating Expenses**

In FY2020-21, SCRRA's Operating Expenses include Train Operations, MOW and Insurance. The combined total expense for the FY2020-21 Budget is \$260.5 million.

*Train Operations* – A variety of expenses are included in the broad category of Train Operations. These include: operating crews, dispatching, equipment maintenance, fuel, non-scheduled rolling stock repairs, operating facilities maintenance, rolling stock lease payments, sheriffs and security guards, public safety programs, passenger relations, Ticket Vending Machine maintenance, revenue collection, marketing and market research, media/external relations, utilities and leases, passenger transfers to other operators, Rail2Rail program, station maintenance, freight rail agreements, and general administrative costs that support the Authority's operation. Total Train Operations costs are \$197.9 million, a 1.9% decrease from the FY2019-20 Budget.



*MOW* – Ordinary and extraordinary maintenance of Member Agency-owned track, signals, bridges, road crossings, other elements of the infrastructure, and right-of-way totals \$47.7 million. This is a 1.5% increase from the FY2019-20 Budget.

*Insurance and Legal* – Insurance and Legal expenses of \$15.0 million are an increase of \$0.8 million, or 5.7%, from the FY2019-20 Budget.

### **1.13 Summary of Capital Program**

The purpose of the Capital Program is to ensure safe and reliable train operations, maintain a State of Good Repair (SOGR) and provide continued investment in our identified backlog of Deferred Maintenance as identified in the Metrolink Rehabilitation Plan (MRP).

Rehabilitation projects within the program renovate or remanufacture worn-out assets to preserve and/or extend the useful life of the asset. New Capital projects expand the railroad infrastructure, and include items such as sidings, additional track, material upgrades of the signals and communication systems and new rolling stock.

SCRRA's overall FY2020-21 Capital Program Budget request totals \$397.1 million. The Capital Program Budget contains a \$238.0 million Rehabilitation component, which includes \$54.3 million of New Authority and \$162.0 million of Member Agencies share for the Rehabilitation of projects approved and carried over from prior years (Carryover), and \$21.60 million of Other funding sources for Carryover. In response to constraints due to the impact COVID-19 pandemic, the addition of New Capital New Authority was removed from the FY2020-21 Capital Program budget. The New Capital component now includes only the \$159.2 million in Carryover from prior years. The amount includes the Member Agencies share for the New Capital Carryover of \$53.5 million, while Other funding sources cover \$105.6 million. Section 7 of this budget document contains a detailed listing of the individual projects which these amounts represent.

# 1.14 Exhibit

## Exhibit 1.1: Metrolink Systemwide Map

This exhibit shows the six counties served. It displays Metrolink stations, Rail2Rail stations shared by Metrolink and Amtrak, as well as Union Station, which is shared by Metrolink, Amtrak and Metro.



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SECTION 2  
**INTRODUCTION TO  
THE BUDGET**

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# SOUTHERN CALIFORNIA REGIONAL RAIL AUTHORITY

## FY2020-21 BUDGET

### SECTION 2: Introduction to the Budget

#### 2.1 Mission Statement

***Our mission is to provide safe, efficient, dependable and on-time transportation service that offers an outstanding customer experience and enhances quality of life.***

Metrolink is a premier regional rail system that links passengers to employment and activity centers. Metrolink accomplishes its mission by putting the Customer First. Metrolink is proud to provide affordable, dependable, and high-quality service to its' customers. Metrolink employs state-of-the-art safety operations technology for which it is known throughout the country. Metrolink's strategically located network of lines and stations, and connection with other modes of transit, provide the most cost-effective method of removing cars from the Southern California freeway system. Metrolink strives for an integrated system that operates using modern business practices. Metrolink embraces community involvement and partnerships with both public and private sectors.

## 2.2 Board Governance

The SCRRA Board Roster, as of June 30, 2020, consists of 11 voting members and 11 alternates:

County	Votes	Members	Alternates
Ventura County	1	Brian Humphrey ( <i>Chair</i> ) Citizen Representative VCTC Board	Tony Trembley Mayor City of Camarillo VCTC Board
Los Angeles County	4	Ara Najarian ( <i>Vice-Chair</i> ) Mayor City of Glendale Metro Board  Kathryn Barger Supervisor, 5 <sup>th</sup> District County of Los Angeles Metro Board  Paul Krekorian Councilmember, 2 <sup>nd</sup> District City of Los Angeles Metro Board  Hilda Solis Supervisor, 1 <sup>st</sup> District County of Los Angeles Metro Board	Walter Allen, III Council Member City of Covina Metro Appointee  Roxana Martinez Metro Appointee  Pam O'Connor Metro Appointee  Paul Philips Metro Appointee

<b>County</b>	<b>Votes</b>	<b>Members</b>	<b>Alternates</b>
San Bernardino County	2	<p>Larry McCallon (<i>2<sup>nd</sup> Vice-Chair</i>) Mayor City of Highland SBCTA Board</p> <p>Alan D. Wapner Council Member City of Ontario SBCTA Board</p>	<p>Javier “John” Dutrey <sup>(1)</sup> Mayor City of Montclair SBCTA Board</p> <p>Ray Marquez <sup>(1)</sup> Council Member City of Chino Hills SBCTA Board</p>
Orange County	2	<p>Andrew Do Supervisor, 1<sup>st</sup> District County of Orange OCTA Board</p> <p>Doug Chaffee Supervisor, 4<sup>th</sup> District County of Orange OCTA Board</p>	<p>Mark A. Murphy <sup>(1)</sup> Mayor City of Orange OCTA Board</p> <p>Gregory T. Winterbottom <sup>(1)</sup> Public Member OCTA Board</p>
Riverside County	2	<p>Andrew Kotyuk Mayor Pro Tem City of San Jacinto RCTC Board</p> <p>Karen Spiegel Supervisor, 2<sup>nd</sup> District County of Riverside RCTC Board</p>	<p>Brian Berkson <sup>(1)</sup> Mayor City of Jurupa Valley RCTC Board</p> <p>Jeff Hewitt <sup>(1)</sup> Supervisor, 5<sup>th</sup> District County of Riverside RCTC Board</p>



Ex-officio members of SCRRA:

Agency	Ex – Officio Members
Southern California Association of Governments (SCAG)	Art Brown Mayor, City of Buena Park
San Diego Association of Governments (SANDAG)	<i>Currently awaiting appointment</i> Contact: Linda Culp Principal Planner – Rail
State of California: Department of Transportation (Caltrans)	John Bulinski District Director, Caltrans District 7  Alternate: Paul Marquez Deputy District Director for Planning – Caltrans, District 7

<sup>(1)</sup> Alternates represent either member

SCRRA has organized the Authority into cost centers under business units to support core functionalities, institute best practices, and increase overall efficiency. These business units include:

- Executive Office
- Finance
- Human Resources
- Information Technology
- Internal Audit
- Legal
- Customer Experience
- Operations Office
- Program Delivery
- Safety, Security and Compliance
- Strategy

The FY2020-21 Budget includes 282 authorized positions, an addition of 2 positions from the FY2019-20 Budget.

### **2.3 SCRRRA Background**

In June 1990, the California Legislature enacted Senate Bill 1402, Chapter 4 of Division 12 of the Public Utilities Code. This bill required each transportation commission of the counties of Los Angeles, Orange, Riverside, San Bernardino, and Ventura to jointly develop a plan for regional transit services within the multi-county region.

In August 1991, the SCRRRA, a regional JPA, was formed. Voting members with their respective number of votes are: Los Angeles County Metropolitan Transportation Authority (Metro), four votes; Orange County Transportation Authority (OCTA), two votes; Riverside County Transportation Commission (RCTC), two votes; San Bernardino County Transportation Authority (SBCTA), two votes; and Ventura County Transportation Commission (VCTC), one vote. These five-county transportation commissions are defined as SCRRRA's Member Agencies. Ex-officio members of SCRRRA include the Southern California Association of Governments (SCAG), the San Diego Association of Governments (SANDAG) and the State of California Department of Transportation (Caltrans).

The purpose of the newly formed SCRRRA was to plan, design, construct and administer the operation of regional passenger rail lines serving the counties of Los Angeles, Orange, Riverside, San Bernardino, and Ventura. SCRRRA named the regional commuter rail system "Metrolink". Metrolink has grown from just three lines in 1992 to seven lines today. The first three lines - San Bernardino, Santa Clarita (now Antelope Valley) and Ventura County - began operation in October 1992. The Riverside Line was added in June 1993, and the Orange County Line (which extends 19 miles into northern San Diego County) was added in April 1994. The sixth line, Inland Empire-Orange County, the nation's first suburb-to-suburb commuter rail line, was added in October 1995. In May of 2002, the 91 Line was added to provide an alternative to Inland Empire and western Orange County commuters traveling through Fullerton. In June 2016, the 91 Line was extended to Perris Valley to provide service to an additional section of the Inland Empire.

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SECTION 3

**BUDGET SUMMARY**

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# SOUTHERN CALIFORNIA REGIONAL RAIL AUTHORITY

## FY2020-21 BUDGET

### SECTION 3: Budget Summary

#### 3.1 Budget Policy

##### 3.1.1 Budget Authorization

The primary objective of the SCRRA Budget is to provide the financial road map to achieve the Authority's priorities and objectives as presented in the SCRRA 10-Year Strategic Plan. The objective is also consistent with the Authority's vision of the central focus of Customer-First, supported by the pillars of Safety and Security, an Integrated System, and Modernized Business Practices. The Operating Budget provides funds to enable the provision of such rail service and the associated administrative functions to manage that service, for the period of a single fiscal year. The Capital Program budget approves multi-year individual projects that may proceed within the approved funding level.

As specified in the Joint Exercise of Powers Agreement, the Governing Board of the Authority shall adopt a final budget no later than June 30 of each year. The fiscal year shall be July 1 of each year and including the following June 30.

The FY2020-21 Proposed Budget was offered for adoption by the SCRRA Board on September 25, 2020.

Consistent with Best Practice, our Budget Document contains a financial plan that includes the following:

- Goals and objectives for the new fiscal year
- Assumptions underlying revenue and expense projections
- Planned service for the following fiscal year
- Summarized Revenue Budget
- Summarized Operating Expense Budget
- Revenue sources by line item
- Expenses by summary line item
- Planned Capital Program
- Authorized headcount roster

In adopting the budget and any Board-initiated amendments, the Board authorizes SCRRA to expend funds under the direction of the Chief Executive Officer consistent with the following:

- Total amount appropriated for Train Operations, Maintenance-of-Way (MOW) and Insurance
- Total amount appropriated for each Rehabilitation and New Capital project
- Individual Member Agency funding commitments
- Total number of authorized positions

### **3.1.2 Budgetary Control and Reporting**

SCRRA establishes budget control and appropriates funds through the formal adoption of the budget by the SCRRA Board. This authorization is provided on an annual basis.

By adopting an annual budget, the SCRRA Board delegates to the Chief Executive Officer the authority to manage the annual budget within the total monetary parameters of the approved budget, using executive discretion as to the reallocation of resources in response to changed conditions. A more detailed explanation of SCRRA's Budget Control and Reporting is found in Board Approved Finance Policy 1.2. This policy detail the budget transfer process for both the operating and capital program, the budget amendment process, budget authorization/carryforward as well as reporting.

The SCCRA Board delegates to the Chief Executive Officer the authority to approve budget transfers within the adopted Operating Budget that do not increase the Operating Subsidy of any Member Agency.

The SCCRA Board delegates to the Chief Executive Officer the authority to approve transfers within the adopted Capital Program which are in compliance with funding requirements and that do not increase the funding requirements of any Member Agency. The concurrence of the affected Member Agency(s) is also required.

SCRRA Board approval of a budget amendment is required in the case of the following scenarios:

- A change to the Budget that requires additional funding from one or more Member Agencies.
- A change to the Budget that requires additional funding provided by a Grant or Third-Party Agreement.
- A change to the Budget for specific expenditures with funding provided by carryover of the same unexpended budget (i.e. Fuel, Marketing, etc.).
- A change to the Budget with funding provided by carryforward of operating surplus.

The SCRRA Board, by approving a Budget Amendment, amends the Adopted Budget for the fiscal year. Budget Amendments that require an increase in a Member Agency's funding commitment additionally requires the approval of that Member Agency.

Budget authorization for unexpended operating budget expires at the end of each fiscal year, June 30, unless approved by the SCRRA Board for carryforward. Budget authorization for capital projects are carried forward as part of SCRRA Board's adoption of the annual budget.

The Adopted Budget, or subsequently Adjusted Adopted Budget, becomes the baseline for all comparisons to actual revenue and expenditures during a fiscal year. Operational Statements with accompanying reports, comparing adjusted budgets to actual for the year-to-date are presented to the SCRRA Board each quarter. To ensure SCRRA Board members are provided the most current financial information, a condensed Operational Statement is presented to the SCRRA Board monthly. Forecasts through the end of the current fiscal year are provided to the SCRRA Board with the reporting of actual operating results for the third quarter. Internal monthly operating performance review, periodic forecasting and the year-end preparation of the Comprehensive Annual Financial Report (CAFR) also provide tools for managing and reporting Authority activities compared to the budget plan.

### **3.1.3 Accounting Methodology**

SCRRA reports its financial position and activities as a special-purpose governmental entity engaged in business-type activities and presents financial statements required for enterprise funds. The accrual basis of accounting is utilized. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

SCRRA, as part of its implementation of Government Accounting Standards Board Pronouncement 34 (GASB-34), has elected to use the Modified Approach for the Metrolink Railroad Infrastructure. Under the Modified Approach, infrastructure assets that are part of a network, or subsystem of a network, are not required to be depreciated if two requirements are met:

1. The government manages the eligible infrastructure assets using a qualified asset management system.
2. The government documents that the eligible infrastructure assets are being preserved approximately at (or above) a condition level established and disclosed by the government.



## Condition Assessment Data

Governmental accounting standards require that a condition assessment be performed on all infrastructure assets every three years. As an approved alternative to conducting a system-wide assessment every three years, SCRRA has chosen to create a Metrolink Rehabilitation Plan (MRP) that thoroughly assesses the condition of SCRRA's key infrastructure assets. The MRP provides a "boots on the ground" approach to the scope and associated costs for both the current backlog and annual costs required to keep the railroad infrastructure at a State of Good Repair (SOGR).

### 3.1.4 Budget Assumptions / New in FY2020-21

- Assumptions
  - No fare increase is included in the FY2020-21 Budget.
  - Budget Approach: The approach for budgeting was a zero base. Each item submitted for inclusion in the FY2020-21 Budget required specific justification.
  - Fuel Expense: The budget for fuel purchases has been calculated using an assumption of 8.5 million gallons of diesel fuel consumption, with fuel prices managed through a hedging program.
  - No Annual Performance Merit
  - No Cost of Living Allowance (COLA)
  
- New in the FY2020-21 Budget
  - CARES Act Funding, provided as a relief measure for organizations impacted by the COVID-19 pandemic, is shown as a supplement to Member Agency Contributions funding Metrolink operating expenses.
  - Two new positions have been approved for the FY2020-21 Budget:
    - (1) Director, Special Projects (Railroad Operations)
    - (1) Management Analyst I, (Railroad Operations) Security
  - Service has been added on one Line:
    - New Service has been added to provide Saturday service on the Ventura line for 13 Saturdays beginning April '21.
    - One San Bernardino Line train has been converted to an Express train.

### **3.2 Total Operating Budget**

SCRRA's FY2020-21 budgeted Operating Expense totals \$260.5 million, a decrease of \$2.4 million, or 0.9% less than the FY2019-20 Budget. Total Operating Revenues are projected to total \$43.5 million, \$61.9 million less than the FY2019-20 Budget, a decrease of 58.7%. This decrease is a result of the COVID-19 pandemic impact on Metrolink ridership. Member Agency operating subsidies for the FY2019-20 Budget are set at fixed amount of \$146.4 million, a decrease of \$11.1 million, or 7.0% less than the FY2019-20 Budget. The Member Contributions were established as a fixed amount in recognition of the COVID-19 pandemic impact experienced by the individual Member Agencies on their own funding sources. The balance of the funding required for the Metrolink operations will be covered by CARES Act funds. The amount budgeted to be required from CARES Act funds is \$70.6 million.

### **3.3 Operating Revenues and Subsidy Funding**

The Authority's Operating Revenue is derived from three principal sources: Fares, Dispatching and MOW. In FY2020-21, these sources have been supplemented by funds from the CARES Act, which was enacted to provide relief to organizations impacted by the COVID-19 pandemic. In order to minimize the impact to Member Agency subsidy requirements, the Authority continues to pursue cost savings and other potential revenue enhancements.

Average weekday ridership is projected to total 14,319. Total ridership, including all weekend services, is expected to equal 4.0 million passenger trips.

Fare revenues are assigned to the operating line segment using Origin/Destination pairs, passenger and train counts (shared stations and weekends). Farebox Revenue, including Special Trains, is projected to equal \$26.4 million, a decrease of \$61.5 million or 70.0% less than the FY2019-20 Budget.

Farebox Subsidies total \$0.7 million and cover fare discounts on the San Bernardino Line. The Subsidies are less than in prior years as a result of COVID-19 pandemic impacts on ridership.

Freight railroads and Amtrak Intercity Services operating over territory owned by SCRRA Member Agencies provide dispatching and MOW revenues, based upon existing agreements. Dispatching Revenues are estimated to equal approximately \$2.3 million, an increase of 7.1% from the FY2019-20 Budget.

MOW revenues are estimated at \$13.0 million, a decrease of 0.4% from the FY2019-20 Budget.

### 3.4 Operating Expenses

Total Operating Expenses include Train Operations, Maintenance of Member Agency-owned Rights-of-Way and Insurance. The FY2020-21 Budget includes a Train Operations budget of \$197.9 million, MOW budget of \$47.7 million, and Insurance budget of \$15.0 million. The total of \$260.5 million is a decrease of \$2.4 million or 0.9% less than the FY2019-20 Budget.

### 3.5 Capital Program

SCRRRA is responsible for the safety and performance of the railroad system and right-of-way, including the passengers and equipment utilizing the system. Capital projects are selected and prioritized based on keeping our assets in a SOGR to maximize safety and ensure customer service. For FY2020-21, Rehabilitation projects were evaluated and ranked based on this principle. The resulting list of potential projects was then prioritized according to project delivery capacity. The amount for new Rehabilitation projects in FY2020-21 totals \$54.3 million. In response to constraints due to COVID-19 pandemic, New Capital projects were removed from the FY2020-21 Capital Program budget.

Capital funding revenues consist of federal, state and local agency funds, as well as contributions from Third-Parties, namely freight railroads, in the form of direct grants and participation in specific projects. Funding for the Capital Program Budget is provided by the following sources:

#### Funding Sources for Estimated Capital Program

#### Expenditures in Fiscal Year 2020-21

(\$000's)

Federal Funds	\$	1,486
State Funds		236
Member Agency Local Funds		953
Carryover from prior year		158,440
Other Funds		42
		<u>\$ 161,157</u>

*Numbers may not foot due to rounding.*

### 3.6 Summary of the Total FY2020-21 Budget

The FY2020-21 Budget totals \$657.6 million and consists of an Operating Budget of \$260.5 million and a Capital Program of \$397.1 million.

The Operating Budget includes Train Operations of \$197.9 million, MOW budget of \$47.7 million, and \$15.0 million covering Insurance.

The Capital Program Budget contains a \$238.0 million Rehabilitation component, which includes \$53.5 million of New Authority, \$0.8 million of Other New Authority, \$162.0 million of Member Agencies share of Carryover and \$21.6 million of Other funding sources of Carryover; and a \$159.1 million New Capital component, \$53.5 million of Member Agencies share of Carryover and \$105.6 of Other funding sources of Carryover.

### **3.7 Exhibits**

**Exhibits 3.1a – 3.1d: Summary of FY2018-19 to FY2020-21 Statistics by Line** provides the estimated operating statistics by line for FY2020-21 and the calculation of various performance ratios. Revenues and expenses are allocated to lines using formulas that incorporate rail operational statistics to achieve an equitable distribution. Detailed listings of allocation categories and the methodology of their use is detailed in Sections 9 - General and Administrative Budget. Section 11 – Appendix, Exhibit 11.2 details the percentages utilized to allocate by operating line.

Average weekday trip length for FY2020-21 is projected at 33.0 miles. Dependent on ridership and revenues received, individual line operating statistics vary considerably. The Orange County Line (excluding MSEP) has the highest revenue recovery rate at 25.4%. The San Bernardino Line revenue recovery is estimated at 18.6%, the Antelope Valley Line at 15.0%, the Ventura County Line at 14.9%, the IEOC Line at 14.9%, the Riverside Line at 13.5%, and the 91 Line at 12.6%. As a result of the COVID-19 pandemic, revenue recovery ratios that were typically in the 26% to 72% range have been cut to one third of their original level.

**Exhibits 3.2 – 3.5: Performance Data (FY2011-12 to FY2020-21)** provide a summary of the projected annual operating performance data as represented in the FY2020-21 Budget compared to the FY2019-20 Budget and 8 years of historical actuals since FY2011-12. Exhibit 3.2 through 3.5, displays this information in an expanded and graphic form to provide illustrative and trending prospective.

- Exhibit 3.2: Operating Expense, Revenues and Operating Subsidy
- Exhibit 3.3: Train Miles, Fares and Average Weekday Ridership
- Exhibit 3.4: Revenue Recovery, Farebox Recovery and Operating Expense per Train Mile
- Exhibit 3.5: Operating Expense per Passenger Mile, Operating Subsidy per Rider and Operating Subsidy per Passenger Mile

**Exhibit 3.6: FY2016-17 to FY2020-21 Annual Operating Budget by Cost Component by Fiscal Year** displays the line items that comprise the FY2020-21 Operating Budget and includes both revenues and expenses, with each line presenting a key component are allocated among the Member Agencies based on a particular allocation formula. This exhibit presents actual revenue and expense for fiscal years FY2016-17 through FY2018-19, FY2019-20 Budget and the FY2020-21 Budget and shows variances between the FY2020-21 Budget as compared with the FY2019-20 Budget. Operating Expenses include all costs required to operate the Metrolink system including Train Operations, maintenance of equipment, fuel, security, utilities, transfer payments to other transit operators, revenue collection, payments to freight railroads for dispatching, station maintenance, passenger services, MOW, general and administrative expenses, professional services and insurance. For FY2016-17 and FY2017-18, these expenses included the Burlington Northern Santa Fe Railway (BNSF) Lease Locomotive costs.

**Exhibit 3.7: FY2020-21 Annual Operating Budget by Cost Component by Member Agency** and **Exhibit 3.8: FY2020-21 Annual Operating Budget by Cost Component by Line** with each line presenting a key component which is allocated among the Member Agencies based on a particular allocation formula. That distribution across the five Member Agencies is shown in this exhibit.

Expenses as shown in Exhibits 3.6 and 3.7, offset by revenues, would normally determine the annual member subsidy contribution. In FY2020-21 the total Member Agency subsidy has been fixed at \$146.4 million, which represents a \$11.1 million, or 7.0%, decrease from the FY2019-20 Budget. The balance of required Metrolink funding will be covered by the CARES Act. The CARES Act is anticipated to cover \$70.6 million or 27.1% of required funding.

#### Operations Funding by Member Agency

(000's)	FY2019-20		FY2020-21		VARIANCE	% CHANGE
	BUDGET		BUDGET			
METRO	\$ 77,988		\$ 74,089		\$ (3,899)	(5.0%)
OCTA	30,288		28,773		(1,514)	(5.0%)
RCTC	21,284		17,027		(4,257)	(20.0%)
SBCTA	17,156		16,298		(858)	(5.0%)
VCTC	10,729		10,193		(536)	(5.0%)
<b>Total Member Subsidies</b>	<b>157,445</b>		<b>146,381</b>		<b>\$ (11,065)</b>	<b>(7.0%)</b>
<b>CARES Act Funding</b>	<b>-</b>		<b>70,627</b>		<b>70,627</b>	
<b>Total</b>	<b>\$ 157,445</b>		<b>\$ 217,008</b>		<b>\$ 59,562</b>	<b>37.8%</b>

Numbers may not foot due to rounding.

**Exhibit 3.9: FY2016-17 to FY2020-21 Revenue Sources Trend** provides a summary of the actual FY2016-17 to FY2018-19 fund sources used to support expenditures. The exhibit also shows the FY2019-20 and FY2020-21 Budgeted Sources of Funds to provide funding for Operating Expenses of \$262.9 million in FY2019-20 and \$260.5 in FY20-21 and for the \$168.9 million and \$161.2 million of Capital Program authority which are forecast to be expended in FY2019-20 and FY2020-21, respectively. Operating Budget expenses represent only the single year of authorized expenditures, while the Capital Program expenditure amounts include portions of the Capital Program authorized in both current year and approved authority carryover from prior years.

With respect to Operating Revenues:

The FY2020-21 budgeted farebox revenue is \$26.4 million, reflecting a decrease of \$61.5 million or 70.1% less than the FY2019-20 Budget.

Dispatching Revenues include fees for dispatching freight and Amtrak Intercity Services.

- MOW revenue rates were negotiated based on the historical expenditures on MOW by the freight railroads prior to the purchase of these rights-of-way by the Member Agencies.

With respect to Capital Revenues:

The amounts shown can be traced to the Cash Flows shown in Exhibit 7.8.8 of \$2.7 million added to the Carryover spending of \$158.4 million. Total dollars are divided into funding categories, including state and federal grants, interest on lease proceeds, freight railroad and local funds. The FY2020-21 Budget detailed allocations are compared to budgeted or actual funding sources for FY2016-17 through FY2020-21.

**Exhibit 3.10: FY2020-21 Budget Revenue Sources and Use by Member Agency** provides a summary by Member Agency of the FY2020-21 Budget Revenue Source and Use to cover Operating Expenses of \$260.5 million and expected expenditures on the Capital Program of \$161.2 million. Operating Budget expenses represent only FY2020-21 expenditures, while the Capital Program includes expenditures on both fiscal current year and carryover Board approved authority. Total dollars are separated into funding categories including state and federal grants, freight railroad participation and local funds.

### Exhibit 3.1a Summary of FY2018-19 to FY2020-21 Statistics by Line

LINE	San Bernardino <sup>(6)</sup>	Ventura County <sup>(1)</sup>	Antelope Valley	Riverside	Orange County	Orange Co MSEP	IEOC	91/ PVL Line <sup>(2)</sup>	Total
<b>Service Levels</b>									
Weekday Train Trips - FY 19 Actual	40	33	30	12	21	8	16	15	175
Weekend Train Trips - FY 19 Actual	34	0	24	0	16	0	8	8	90
Total Train Trips - FY 19 Actual	74	33	54	12	37	8	24	23	265
Weekday Train Trips - FY 20 Budget	40	33	30	12	25	4	16	15	175
Weekend Train Trips - FY 20 Budget	34	2	24	0	16	0	8	8	92
Total Train Trips - FY 20 Budget	74	35	54	12	41	4	24	23	267
Weekday Train Trips - FY 21 Budget	30	15	16	9	21	0	14	10	115
Weekend Train Trips - FY 21 Budget	34	0	24	0	8	0	8	8	82
Total Train Trips - FY 21 Budget	64	15	40	9	29	0	22	18	197
<b>Passenger Boardings <sup>(3)</sup></b>									
FY19 Actual	2,938,642	1,097,326	1,864,362	961,555	2,727,093	137,684	1,315,621	893,079	11,935,362
FY20 Budget	3,276,742	1,169,412	2,051,810	1,030,082	3,000,777	71,519	1,403,500	931,768	12,935,610
FY21 Budget	1,032,606	374,152	641,269	320,900	931,976	20,174	445,225	306,501	4,072,803
% Change-FY21 Budget to FY19 Actual	(64.9%)	(65.9%)	(65.6%)	(66.6%)	(65.8%)	(85.3%)	(66.2%)	(65.7%)	(65.9%)
% Change-FY21 Budget to FY20 Budget	(68.5%)	(68.0%)	(68.7%)	(68.8%)	(68.9%)	(71.8%)	(68.3%)	(67.1%)	(68.5%)
<b>Service Train Miles</b>									
FY19 Actual	670,486	246,382	610,506	190,871	436,783	91,405	337,610	229,655	2,813,698
FY20 Budget	682,246	254,251	614,255	195,922	514,717	70,876	342,299	284,005	2,958,571
FY21 Budget	621,222	215,169	533,561	172,308	524,853	25,402	327,422	298,673	2,718,610
% Change-FY21 Budget to FY19 Actual	(7.3%)	(12.7%)	(12.6%)	(9.7%)	20.2%	(72.2%)	(3.0%)	30.1%	(3.4%)
% Change-FY21 Budget to FY20 Budget	(8.9%)	(15.4%)	(13.1%)	(12.1%)	2.0%	(64.2%)	(4.3%)	5.2%	(8.1%)
<b>Passenger Miles (000's) <sup>(4)</sup></b>									
FY19 Actual	104,594	27,535	68,752	33,321	94,915	1,514	44,586	35,595	410,810
FY20 Budget	117,715	29,703	76,950	35,744	102,109	1,216	47,267	37,387	448,090
FY21 Budget	36,663	9,290	23,383	11,103	31,339	343	15,054	12,329	139,504
% Change-FY21 Budget to FY19 Actual	(64.9%)	(66.3%)	(66.0%)	(66.7%)	(67.0%)	(77.3%)	(66.2%)	(65.4%)	(66.0%)
% Change-FY21 Budget to FY20 Budget	(68.9%)	(68.7%)	(69.6%)	(68.9%)	(69.3%)	(71.8%)	(68.2%)	(67.0%)	(68.9%)
<b>Average Weekday Ridership</b>									
FY19 Actual	9,962	7,171	6,309	3,698	9,985	159	4,463	3,151	44,898
FY20 Budget	11,083	4,498	6,971	3,962	10,590	275	4,784	3,256	45,418
FY21 Budget	3,518	1,439	2,168	1,234	3,290	78	1,515	1,078	14,319
% Change-FY21 Budget to FY19 Actual	(64.7%)	(79.9%)	(65.6%)	(66.6%)	(67.1%)	(51.3%)	(66.1%)	(65.8%)	(68.1%)
% Change-FY21 Budget to FY20 Budget	(68.3%)	(68.0%)	(68.9%)	(68.8%)	(68.9%)	(71.8%)	(68.3%)	(66.9%)	(68.5%)
<b>Average Weekday Trip Length (Miles) <sup>(5)</sup></b>									
	34.1	24.8	34.7	34.6	32.3	N/A	31.3	39.2	33.0

Numbers may not foot due to rounding.

**NOTES:**

- (1) Includes LAUS - Burbank Bob Hope Airport Trains
- (2) Includes PVL Services
- (3) Passenger Boardings are based on ticket sales and unlinked trips
- (4) Passenger is calculated based on ticket sales with origin and destination
- (5) Average trip length is calculated based on ticket sales
- (6) San Bernardino Weekday Trains include Friday only train service

### Exhibit 3.1b Summary of FY2018-19 to FY2020-21 Statistics by Line

LINE	San Bernardino	Ventura County	Antelope Valley	Riverside	Orange County	Orange Co MSEP	IEOC	91/ PVL Line	Total
<b>Operating Cost (w/ MOW) (000's) <sup>(1)</sup></b>									
FY19 Actual	52,016	30,140	48,706	19,181	33,791	6,173	27,119	23,920	241,046
FY20 Budget	55,248	32,037	51,619	21,343	38,044	6,476	28,822	29,280	262,869
FY21 Budget	57,532	31,429	52,095	21,197	37,450	5,372	29,485	25,948	260,508
% Change-FY21 Budget to FY19 Actual	10.6%	4.3%	7.0%	10.5%	10.8%	(13.0%)	8.7%	8.5%	8.1%
% Change-FY21 Budget to FY20 Budget	4.1%	(1.9%)	0.9%	(0.7%)	(1.6%)	(17.1%)	2.3%	(11.4%)	(0.9%)
<b>Operating Cost (w/o MOW Extraordinary Maint) (000's) <sup>(1)</sup></b>									
FY19 Actual	51,840	30,019	48,579	19,070	33,656	6,173	27,012	23,897	240,245
FY20 Budget	55,086	31,924	51,480	21,265	37,943	6,469	28,740	29,249	262,157
FY21 Budget	57,296	31,266	51,907	21,070	37,289	5,366	29,355	25,909	259,458
% Change-FY21 Budget to FY19 Actual	10.5%	4.2%	6.9%	10.5%	10.8%	(13.1%)	8.7%	8.4%	8.0%
% Change-FY21 Budget to FY20 Budget	4.0%	(2.1%)	0.8%	(0.9%)	(1.7%)	(17.1%)	2.1%	(11.4%)	(1.0%)
<b>Operating Cost (w/o MOW) (000's)</b>									
FY19 Actual	39,443	23,127	39,053	17,999	28,500	5,338	22,791	20,882	197,133
FY20 Budget	41,693	24,477	41,616	20,020	32,013	5,816	24,575	25,692	215,902
FY21 Budget	44,135	24,146	41,460	19,824	30,648	5,103	24,887	22,643	212,846
% Change-FY21 Budget to FY19 Actual	11.9%	4.4%	6.2%	10.1%	7.5%	(4.4%)	9.2%	8.4%	8.0%
% Change-FY21 Budget to FY20 Budget	5.9%	(1.4%)	(0.4%)	(1.0%)	(4.3%)	(12.3%)	1.3%	(11.9%)	(1.4%)
<b>Subsidy (w/MOW) (000's)</b>									
FY19 Actual	30,668	21,897	29,559	10,581	8,956	5,553	18,426	17,309	142,949
FY20 Budget	30,306	23,373	34,068	12,025	10,551	5,858	19,730	21,533	157,445
FY21 Budget	46,815	26,743	44,165	18,350	27,953	5,204	25,109	22,669	217,008
% Change-FY21 Budget to FY19 Actual	52.6%	22.1%	49.4%	73.4%	212.1%	(6.3%)	36.3%	31.0%	51.8%
% Change-FY21 Budget to FY20 Budget	54.5%	14.4%	29.6%	52.6%	164.9%	(11.2%)	27.3%	5.3%	37.8%
<b>Farebox Revenue (000's) <sup>(2)</sup></b>									
FY19 Actual	17,499	5,985	14,747	8,226	22,143	352	7,444	5,758	82,154
FY20 Budget	21,223	6,553	13,172	8,979	24,748	416	7,919	6,972	89,983
FY21 Budget	6,736	2,410	3,525	2,491	6,389	68	3,101	2,417	27,138
% Change-FY21 Budget to FY19 Actual	(61.5%)	(59.7%)	(76.1%)	(69.7%)	(71.1%)	(80.6%)	(58.3%)	(58.0%)	(67.0%)
% Change-FY21 Budget to FY20 Budget	(68.3%)	(63.2%)	(73.2%)	(72.3%)	(74.2%)	(83.6%)	(60.8%)	(65.3%)	(69.8%)
<b>Other Revenues (000's) <sup>(3)</sup></b>									
FY19 Actual	3,849	2,258	4,399	374	2,692	268	1,250	853	15,942
FY20 Budget	3,718	2,111	4,378	338	2,745	203	1,173	774	15,440
FY21 Budget	3,981	2,276	4,406	356	3,107	100	1,275	862	16,363
% Change-FY21 Budget to FY19 Actual	3.4%	0.8%	0.1%	(4.7%)	15.4%	(62.5%)	2.0%	1.0%	2.6%
% Change-FY21 Budget to FY20 Budget	7.1%	7.8%	0.6%	5.3%	13.2%	(50.6%)	8.7%	11.3%	6.0%

Numbers may not foot due to rounding.

**NOTES:**

- (1) Costs include all expenses for Metrolink and MOW on operating and non-operating lines
- (2) Includes fare reduction subsidies for Antelope Valley Line (FY18) and San Bernardino Line (FY19, FY20, FY21)
- (3) Other revenues include dispatching fees and MOW revenues from freight and Amtrak due to individual member agencies
- (4) FY21 Subsidies includes contribution from Member Agencies (\$146.4 million) and CARES Act Funding (\$70.6 million)



### Exhibit 3.1c Summary of FY2018-19 to FY2020-21 Statistics by Line

LINE	San Bernardino	Ventura County	Antelope Valley	Riverside	Orange County	Orange Co MSEP	IEOC	91 Line <sup>(1)</sup>	Total
<b>Average Fare/Passenger</b>									
FY19 Actual	\$5.95	\$5.45	\$7.91	\$8.55	\$8.12	\$2.56	\$5.66	\$6.45	\$6.88
FY20 Budget	\$6.48	\$5.60	\$6.42	\$8.72	\$8.25	\$5.81	\$5.64	\$7.48	\$6.96
FY21 Budget	\$6.52	\$6.44	\$5.50	\$7.76	\$6.86	\$3.38	\$6.97	\$7.89	\$6.66
% Change-FY21 Budget to FY19 Actual	9.5%	18.1%	(30.5%)	(9.3%)	(15.6%)	32.1%	23.1%	22.3%	(3.2%)
% Change-FY21 Budget to FY20 Budget	0.7%	15.0%	(14.4%)	(11.0%)	(16.9%)	(41.8%)	23.4%	5.4%	(4.2%)
<b>Op Cost/Passenger (w/o MOW Extraordinary Maint)</b>									
FY19 Actual	\$17.64	\$27.36	\$26.06	\$19.83	\$12.34	N/A	\$20.53	\$26.76	\$20.13
FY20 Budget	\$16.81	\$27.30	\$25.09	\$20.64	\$12.64	N/A	\$20.48	\$31.39	\$20.27
FY21 Budget	\$55.49	\$83.56	\$80.94	\$65.66	\$40.01	N/A	\$65.93	\$84.53	\$63.70
% Change-FY21 Budget to FY19 Actual	214.5%	205.5%	210.6%	231.1%	224.2%	N/A	221.1%	215.9%	216.5%
% Change-FY21 Budget to FY20 Budget	230.1%	206.1%	222.6%	218.0%	216.4%	N/A	222.0%	169.3%	214.3%
<b>Op Cost/Passenger Mile (w/o MOW Extraordinary Maint)</b>									
FY19 Actual	\$0.50	\$1.09	\$0.71	\$0.57	\$0.35	N/A	\$0.61	\$0.67	\$0.58
FY20 Budget	\$0.47	\$1.07	\$0.67	\$0.59	\$0.37	N/A	\$0.61	\$0.78	\$0.59
FY21 Budget	\$1.56	\$3.37	\$2.22	\$1.90	\$1.19	N/A	\$1.95	\$2.10	\$1.86
% Change-FY21 Budget to FY19 Actual	215.3%	208.7%	214.2%	231.6%	235.6%	N/A	221.9%	213.0%	218.0%
% Change-FY21 Budget to FY20 Budget	234.0%	213.1%	231.8%	219.0%	220.2%	N/A	220.7%	168.6%	217.9%
<b>Subsidy/Passenger</b>									
FY19 Actual	\$10.44	\$19.95	\$15.85	\$11.00	\$3.28	N/A	\$14.01	\$19.38	\$11.98
FY20 Budget	\$9.25	\$19.99	\$16.60	\$11.67	\$3.52	N/A	\$14.06	\$23.11	\$12.17
FY21 Budget	\$45.34	\$71.48	\$68.87	\$57.18	\$29.99	N/A	\$56.40	\$73.96	\$53.28
% Change-FY21 Budget to FY19 Actual	334.4%	258.2%	334.4%	419.7%	813.3%	N/A	302.7%	281.6%	344.9%
% Change-FY21 Budget to FY20 Budget	390.2%	257.6%	314.8%	389.8%	753.0%	N/A	301.2%	220.0%	337.8%
<b>Subsidy/Passenger Mile</b>									
FY19 Actual	\$0.29	\$0.80	\$0.43	\$0.32	\$0.09	N/A	\$0.41	\$0.49	\$0.35
FY20 Budget	\$0.26	\$0.79	\$0.44	\$0.34	\$0.10	N/A	\$0.42	\$0.58	\$0.35
FY21 Budget	\$1.28	\$2.88	\$1.89	\$1.65	\$0.89	N/A	\$1.67	\$1.84	\$1.56
% Change-FY21 Budget to FY19 Actual	335.5%	262.0%	339.3%	420.4%	845.3%	N/A	303.6%	278.1%	347.0%
% Change-FY21 Budget to FY20 Budget	396.0%	265.8%	326.6%	391.2%	763.2%	N/A	299.6%	219.2%	342.7%
<b>Op Cost/Service Train Mile (w/o MOW Extraordinary Maint)</b>									
FY19 Actual	\$77.32	\$121.84	\$79.57	\$99.91	\$77.05	\$67.54	\$80.01	\$104.06	\$85.38
FY20 Budget	\$80.74	\$125.56	\$83.81	\$108.54	\$73.72	\$91.27	\$83.96	\$102.99	\$88.61
FY21 Budget	\$92.23	\$145.31	\$97.28	\$122.28	\$71.05	\$211.23	\$89.66	\$86.75	\$95.44
% Change-FY21 Budget to FY19 Actual	19.3%	19.3%	22.3%	22.4%	(7.8%)	212.8%	12.1%	(16.6%)	11.8%
% Change-FY21 Budget to FY20 Budget	14.2%	15.7%	16.1%	12.7%	(3.6%)	131.4%	6.8%	(15.8%)	7.7%

Numbers may not foot due to rounding.

**NOTES:**

- (1) Includes PVL Services
- (2) FY21 Subsidies includes contribution from Member Agencies (\$146.4 million) and CARES Act Funding (\$70.6 million)

### Exhibit 3.1d Summary of FY2018-19 to FY2020-21 Statistics by Line

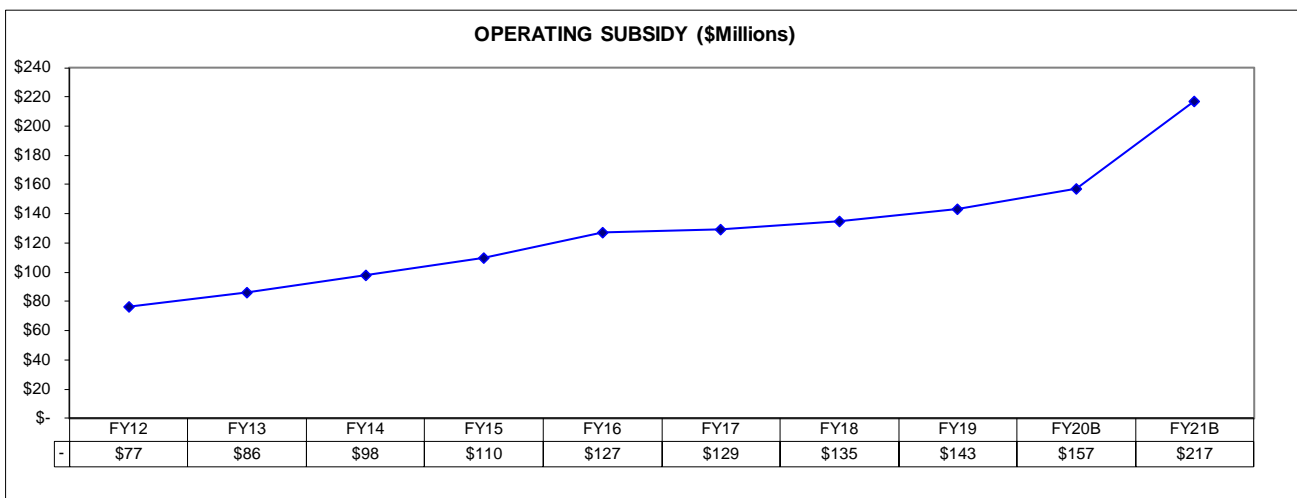
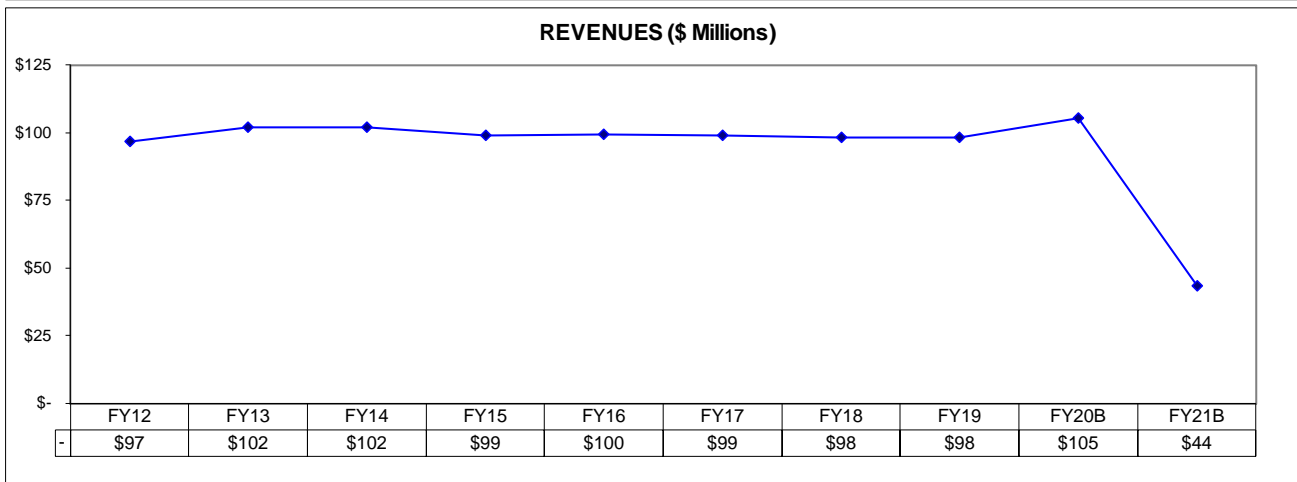
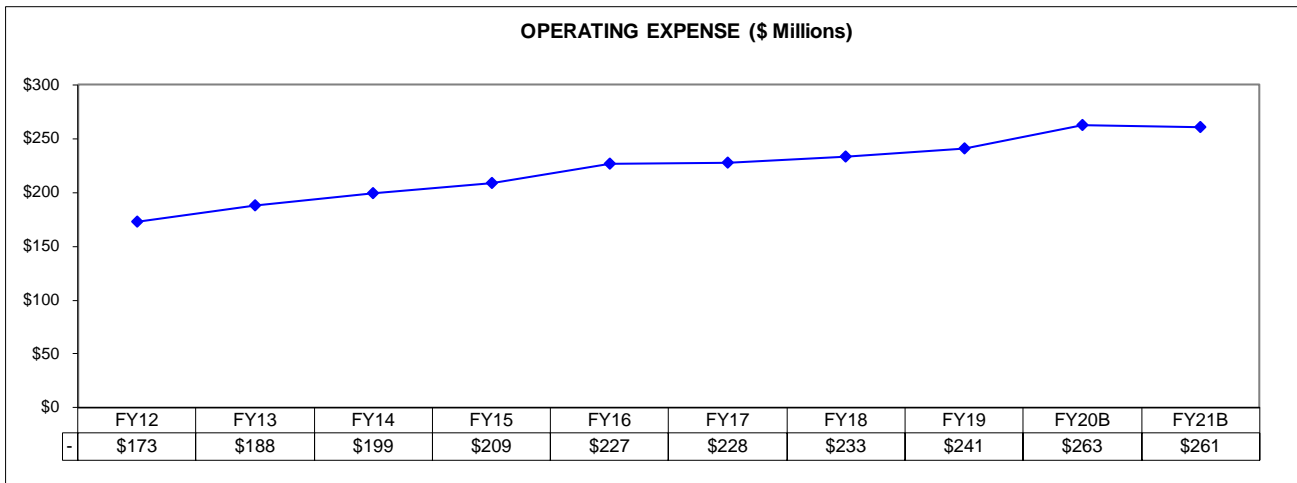
LINE	San Bernardino	Ventura County	Antelope Valley	Riverside	Orange County	Orange Co MSEP	IEOC	91 Line <sup>(3)</sup>	Total
<b>Operating Cost/Service Train Mile (w/o MOW)</b>									
FY19 Actual	\$58.83	\$93.87	\$63.97	\$94.30	\$65.25	\$58.40	\$67.51	\$90.93	\$70.06
FY20 Budget	\$61.11	\$96.27	\$67.75	\$102.18	\$62.20	\$82.06	\$71.79	\$90.46	\$72.98
FY21 Budget	\$71.05	\$112.22	\$77.70	\$115.05	\$58.39	\$200.88	\$76.01	\$75.81	\$78.29
% Change-FY21 Budget to FY19 Actual	20.8%	19.6%	21.5%	22.0%	(10.5%)	244.0%	12.6%	(16.6%)	11.7%
% Change-FY21 Budget to FY20 Budget	16.3%	16.6%	14.7%	12.6%	(6.1%)	144.8%	5.9%	(16.2%)	7.3%
<b>Farebox Recovery <sup>(1)</sup></b>									
FY19 Actual	33.7%	19.9%	30.3%	43.0%	65.6%	5.7%	27.5%	24.1%	34.1%
FY20 Budget	38.4%	20.5%	25.5%	42.1%	65.1%	6.4%	27.5%	23.8%	34.3%
FY21 Budget	11.7%	7.7%	6.8%	11.8%	17.1%	1.3%	10.5%	9.3%	10.4%
% Change-FY21 Budget to FY19 Actual	(65.2%)	(61.4%)	(77.7%)	(72.6%)	(74.0%)	(77.8%)	(61.7%)	(61.3%)	(69.4%)
% Change-FY21 Budget to FY20 Budget	(69.5%)	(62.5%)	(73.5%)	(72.1%)	(73.8%)	(80.2%)	(61.7%)	(60.9%)	(69.6%)
<b>Revenue Recovery <sup>(2)</sup></b>									
FY19 Actual	41.1%	27.4%	39.3%	44.9%	73.6%	10.0%	32.1%	27.6%	40.7%
FY20 Budget	45.2%	27.1%	34.0%	43.7%	72.3%	9.6%	31.6%	26.5%	40.1%
FY21 Budget	18.6%	14.9%	15.2%	13.5%	25.4%	3.1%	14.9%	12.6%	16.7%
% Change-FY21 Budget to FY19 Actual	(54.6%)	(45.5%)	(61.3%)	(70.0%)	(65.5%)	(68.8%)	(53.7%)	(54.3%)	(59.0%)
% Change-FY21 Budget to FY20 Budget	(58.7%)	(44.9%)	(55.2%)	(69.2%)	(64.9%)	(67.2%)	(53.0%)	(52.2%)	(58.4%)

Numbers may not foot due to rounding.

**NOTES:**

- (1) Farebox recovery is the ratio of farebox revenue to total expenses net of Non-BNSF operating category "Rolling Stock Lease"
- (2) Revenue recovery is the ratio of operating revenues to operating expenses net of Non-BNSF operating category "Rolling Stock Lease"
- (3) Includes PVL Services

### Exhibit 3.2 Operating Expense, Revenues and Operating Subsidy



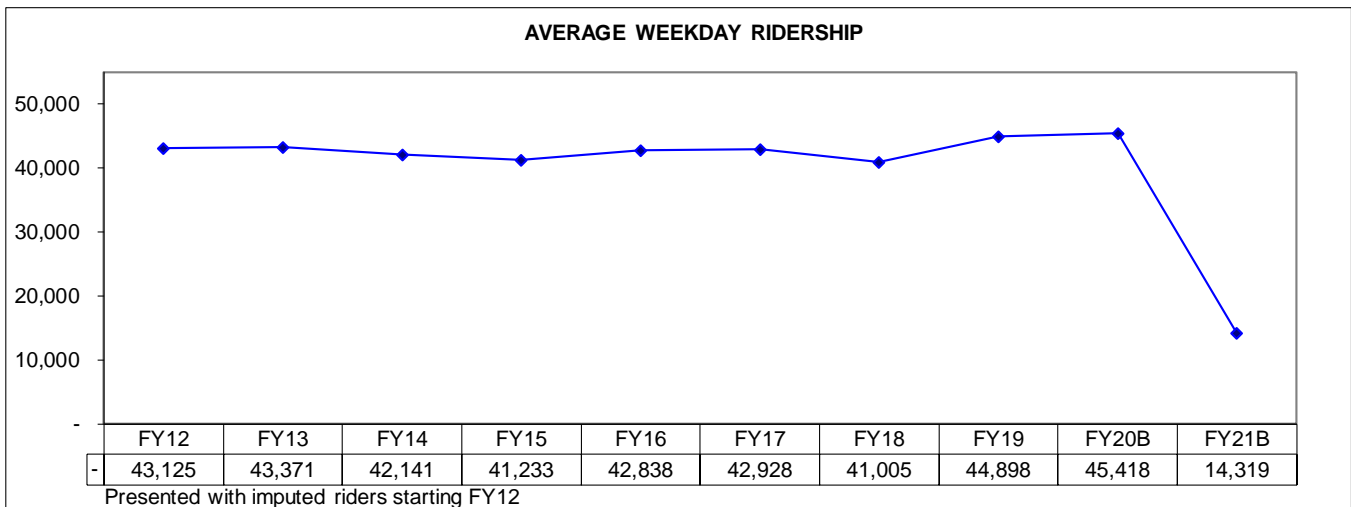
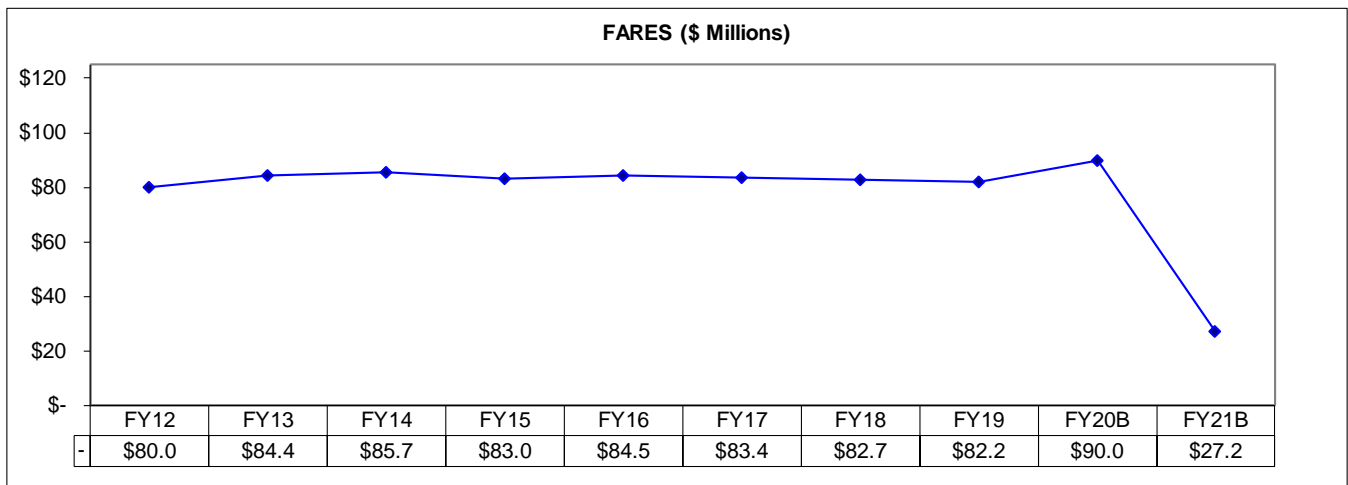
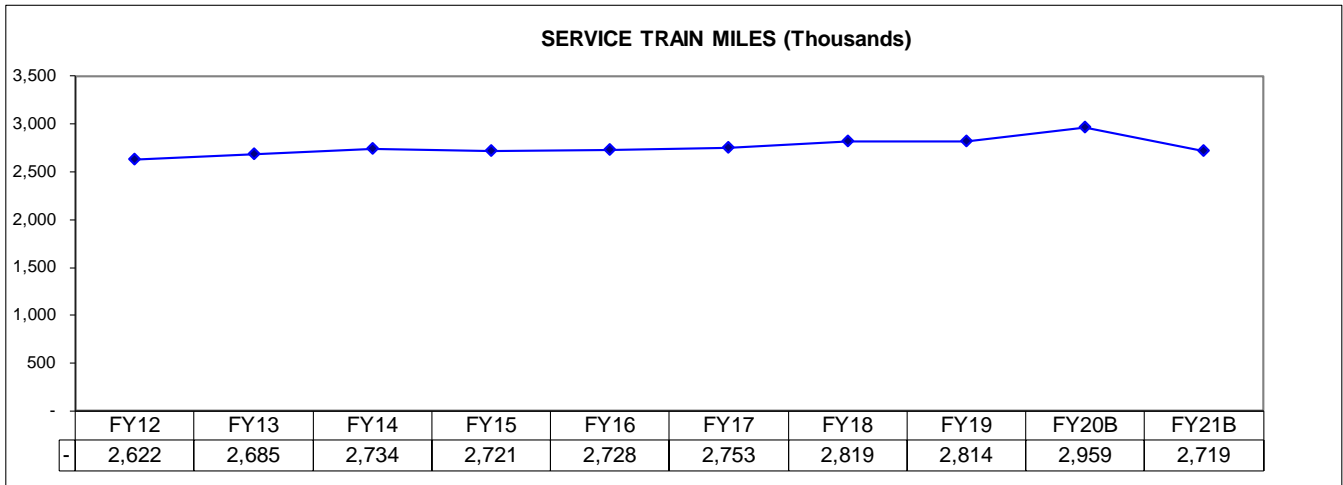
**NOTES:**

Actuals to FY19, Budget for FY20 and FY21

FY16 Actuals and FY17 Actuals include BNSF Lease Locomotives costs

FY21 Subsidies includes contribution from Member Agencies (\$146.4 million) and CARES Act Funding (\$70.6 million)

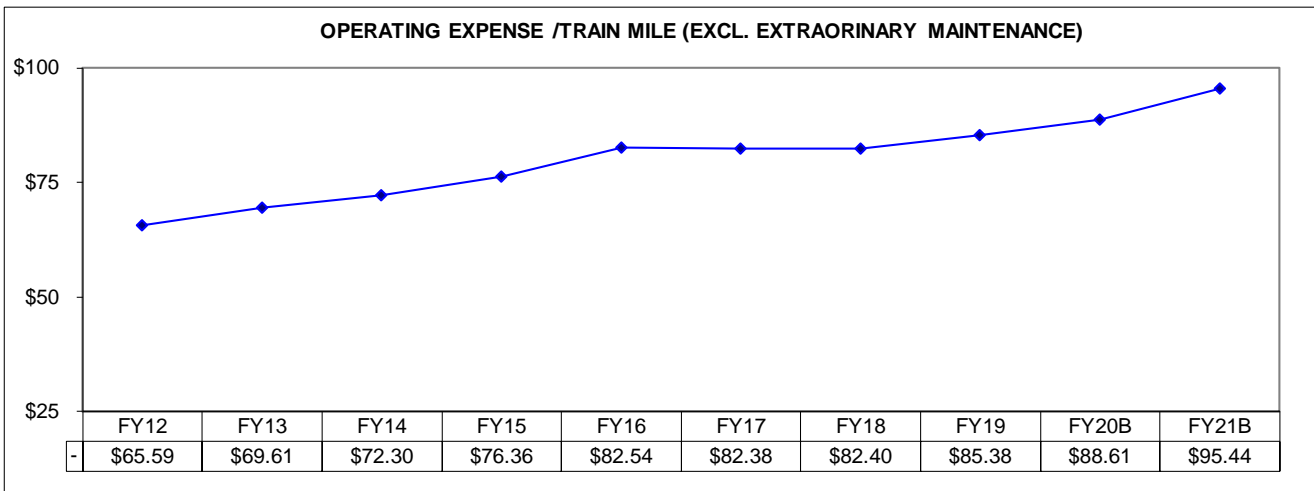
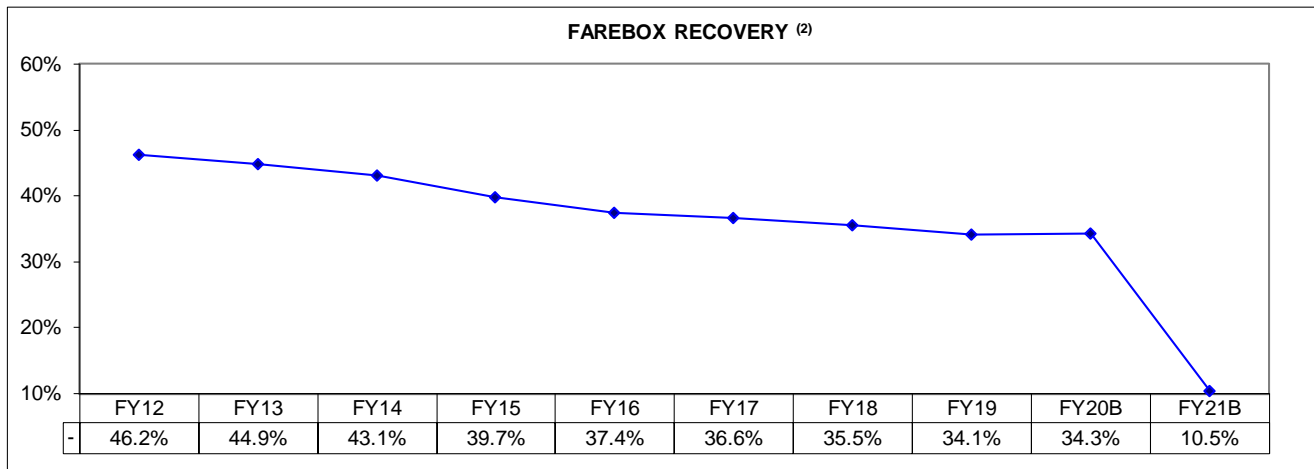
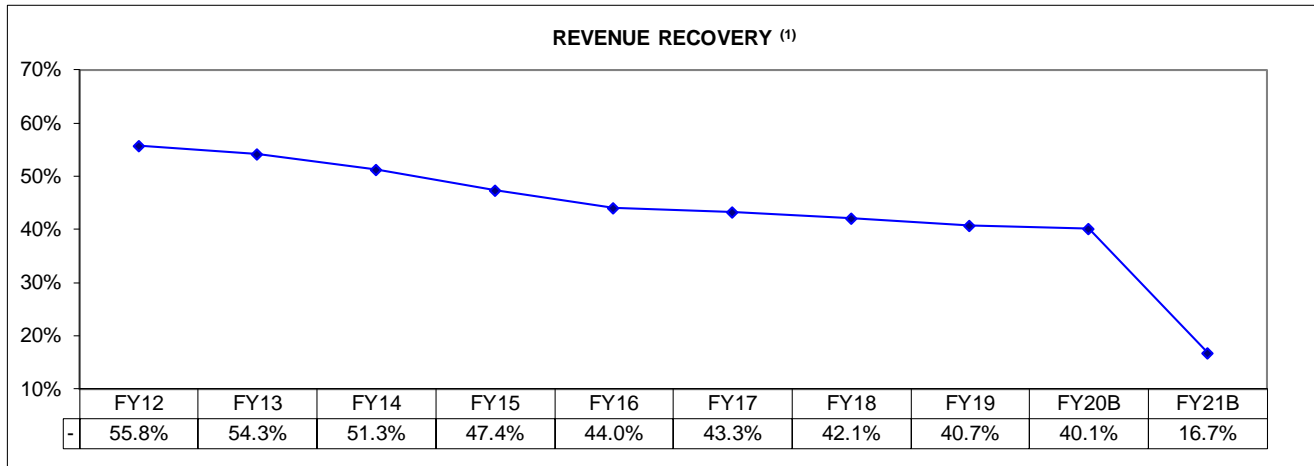
### Exhibit 3.3 Train Miles, Fares and Average Weekday Ridership



**NOTES:**

Actuals to FY19, Budget for FY20 and FY21

### Exhibit 3.4 Revenue Recovery, Farebox Recovery and Operating Expense per Train Miles



**NOTES:**

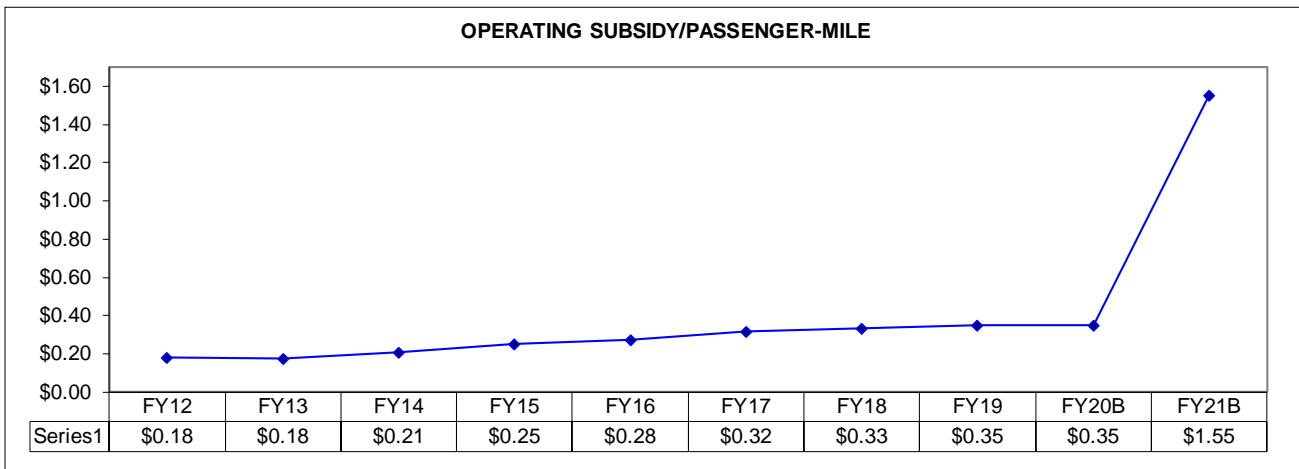
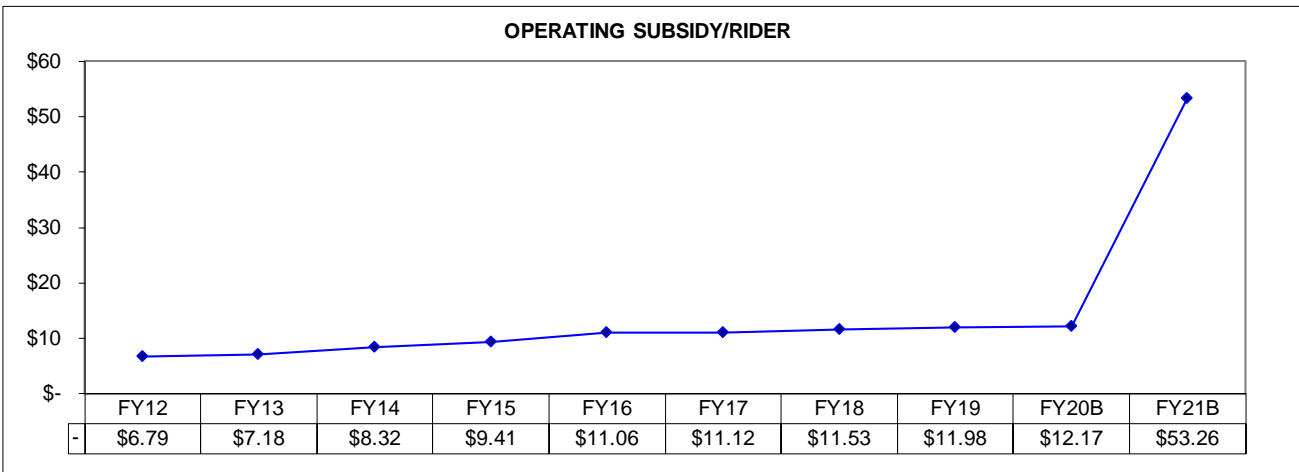
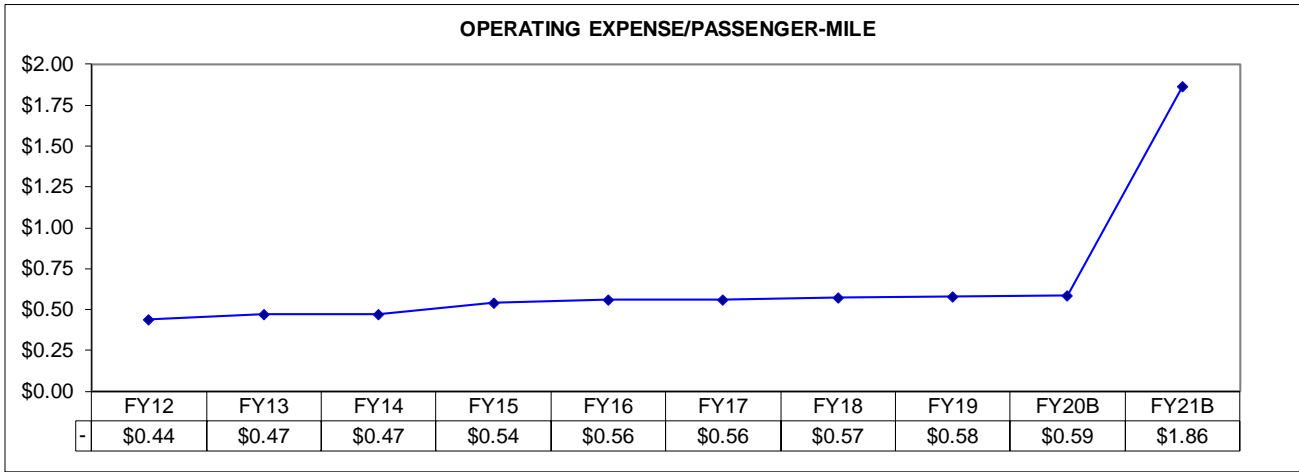
(1) Revenue Recovery = Operating Revenues/Operating Expenses Net of Rolling Stock Lease Payments

(2) Farebox Recovery = Farebox Revenue/Operating Expenses Net of Rolling Stock Lease Payments

Actuals to FY19, Budget for FY20 and FY21

FY16 Actuals and FY17 Actuals include BNSF Lease Locomotives costs

**Exhibit 3.5 Operating Expense per Passenger Mile, Operating Subsidy per Rider and Operating Subsidy per Passenger Mile**



**NOTES:**

Actuals to FY19, Budget for FY20 and FY21

FY16 Actuals and FY17 Actuals include BNSF Lease Locomotives costs

Passenger miles and riders used in the calculation are based on ticket sales starting FY12

FY21 Subsidies includes contribution from Member Agencies (\$146.4 million) and CARES Act Funding (\$70.6 million)

### Exhibit 3.6 FY2016-17 to FY2020-21 Annual Operating Budget by Cost Component by Fiscal Year

(000s)	FY2016-17	FY2017-18	FY2018-19	FY2019-20	FY2020-21	FY2020-21 BUDGET VS. FY2019-20 BUDGET	
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	VARIANCE	%
<b>Operating Revenue</b>							
Farebox Revenue	82,883	82,542	79,007	87,739	26,219	(61,520)	(70.1%)
Special Trains	-	-	-	219	219	-	0.0%
Fare Reduction Subsidy	490	157	3,147	2,025	700	(1,325)	(65.4%)
<b>Subtotal-Pro Forma FareBox</b>	<b>83,373</b>	<b>82,699</b>	<b>82,154</b>	<b>89,983</b>	<b>27,138</b>	<b>(62,845)</b>	<b>(69.8%)</b>
Dispatching	2,016	2,133	2,136	2,172	2,327	155	7.1%
Other Revenues	762	463	790	257	1,075	818	318.3%
MOW Revenues	12,384	12,789	13,017	13,011	12,960	(50)	(0.4%)
<b>Total Operating Revenue</b>	<b>98,535</b>	<b>98,084</b>	<b>98,097</b>	<b>105,423</b>	<b>43,500</b>	<b>(61,923)</b>	<b>(58.7%)</b>
<b>Operating Expenses</b>							
<b>Operations &amp; Services</b>							
Train Operations	41,616	42,116	43,093	48,733	49,978	1,245	2.6%
Equipment Maintenance	35,422	34,242	36,642	36,638	39,202	2,564	7.0%
Fuel	18,207	17,577	23,582	21,730	20,539	(1,192)	(5.5%)
Non-Scheduled Rolling Stock Repairs	1	56	87	160	140	(20)	(12.5%)
Operating Facilities Maintenance	1,475	1,493	1,683	1,749	1,745	(4)	(0.2%)
Other Operating Train Services	449	722	1,069	977	984	6	0.6%
Special Trains				793	779	(14)	(1.8%)
Rolling Stock Lease	230	11	230	230	230	-	0.0%
Security - Sheriff	5,511	5,662	6,323	6,095	7,078	983	16.1%
Security - Guards	1,283	1,931	2,353	2,552	3,009	457	17.9%
Supplemental Additional Security	520	227	39	660	676	16	2.4%
Public Safety Program	203	193	209	421	105	(316)	(75.0%)
Passenger Relations	1,868	1,723	1,769	1,797	1,812	15	0.8%
TVM Maintenance/Revenue Collection	7,934	8,188	7,871	9,652	6,827	(2,825)	(29.3%)
Marketing	716	1,307	4,304	1,769	2,408	639	36.1%
Media & External Communications	249	320	348	459	481	22	4.9%
Utilities/Leases	2,614	2,804	2,775	2,695	3,066	372	13.8%
Transfers to Other Operators	6,003	3,818	5,608	5,301	2,983	(2,319)	(43.7%)
Amtrak Transfers	1,307	1,678	1,497	2,400	1,854	(546)	(22.8%)
Station Maintenance	1,196	1,575	1,847	2,230	2,298	68	3.0%
Rail Agreements	5,155	4,938	5,696	6,362	5,804	(558)	(8.8%)
<b>Subtotal Operations &amp; Services</b>	<b>131,960</b>	<b>130,582</b>	<b>147,026</b>	<b>153,404</b>	<b>151,998</b>	<b>(1,406)</b>	<b>(0.9%)</b>
<b>Maintenance-of-Way</b>							
MoW - Line Segments	37,355	42,411	43,112	46,254	46,611	357	0.8%
MoW - Extraordinary Maintenance	1,260	594	801	712	1,050	338	47.5%
<b>Subtotal Maintenance-of-Way</b>	<b>38,615</b>	<b>43,005</b>	<b>43,913</b>	<b>46,966</b>	<b>47,662</b>	<b>696</b>	<b>1.5%</b>
<b>Administration &amp; Services</b>							
Ops Salaries & Fringe Benefits	13,808	12,507	13,484	14,631	14,627	(4)	0.0%
Ops Non-Labor Expenses	5,046	5,890	6,725	8,792	7,518	(1,273)	(14.5%)
Indirect Administrative Expenses	14,090	19,333	16,151	20,755	20,978	223	1.1%
Ops Professional Services	1,963	2,687	2,423	3,962	2,559	(1,404)	(35.4%)
<b>Subtotal Admin &amp; Services</b>	<b>34,907</b>	<b>40,417</b>	<b>38,784</b>	<b>48,140</b>	<b>45,681</b>	<b>(2,458)</b>	<b>(5.1%)</b>
<b>Contingency (Non-Train Ops)</b>	<b>2</b>	<b>15</b>	<b>-</b>	<b>200</b>	<b>200</b>	<b>-</b>	<b>0.0%</b>
<b>Total Operating Expenses</b>	<b>205,484</b>	<b>214,019</b>	<b>229,723</b>	<b>248,710</b>	<b>245,541</b>	<b>(3,169)</b>	<b>(1.3%)</b>
<b>Insurance and Legal</b>							
Liability/Property/Auto	11,061	9,748	9,429	11,906	12,865	959	8.1%
Net Claims / SI	5,115	8,551	1,212	1,000	1,000	-	0.0%
Claims Administration	704	585	682	1,252	1,102	(150)	(12.0%)
<b>Net Insurance and Legal</b>	<b>16,880</b>	<b>18,883</b>	<b>11,324</b>	<b>14,158</b>	<b>14,967</b>	<b>809</b>	<b>5.7%</b>
<b>TOTAL EXPENSES</b>	<b>228,032</b>	<b>232,902</b>	<b>241,046</b>	<b>262,869</b>	<b>260,508</b>	<b>(2,361)</b>	<b>(0.9%)</b>
<b>Net Loss</b>	<b>(129,498)</b>	<b>(134,818)</b>	<b>(142,949)</b>	<b>(157,445)</b>	<b>(217,008)</b>	<b>(59,562)</b>	<b>37.8%</b>
<b>Member Agency Subsidies/Requirement</b>	<b>141,989</b>	<b>142,399</b>	<b>150,550</b>	<b>157,445</b>	<b>217,008</b>	<b>59,562</b>	<b>37.8%</b>
<b>Surplus / (Deficit)</b>	<b>12,491</b>	<b>7,581</b>	<b>7,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>FY21 Requested Subsidies from Member Agencies</b>				<b>146,381</b>	<b>(11,065)</b>	<b>(7.0%)</b>
	<b>CARES Act Funding</b>				<b>70,627</b>		

Numbers may not foot due to rounding.

### Exhibit 3.7 FY2020-21 Annual Operating Budget by Cost Component by Member Agency

(000's)	METRO	OCTA	RCTC	SBCTA	VCTC	TOTAL
<b>Operating Revenue</b>						
Farebox Revenue	\$ 12,471	\$ 7,116	\$ 2,609	\$ 3,082	\$ 941	\$ 26,219
Special Trains	91	55	41	18	14	219
Fare Reduction Subsidy	419	-	-	281	-	700
<b>Subtotal-Pro Forma FareBox</b>	<b>12,981</b>	<b>7,171</b>	<b>2,650</b>	<b>3,382</b>	<b>955</b>	<b>27,138</b>
Dispatching	1,186	784	11	63	284	2,327
Other Revenues	529	275	101	131	39	1,075
MOW Revenues	7,490	2,631	692	1,630	518	12,960
<b>Total Operating Revenue</b>	<b>22,185</b>	<b>10,861</b>	<b>3,453</b>	<b>5,205</b>	<b>1,797</b>	<b>43,500</b>
<b>Operating Expenses</b>						
<b><u>Operations &amp; Services</u></b>						
Train Operations	26,965	10,903	4,305	5,859	1,945	49,978
Equipment Maintenance	19,452	8,942	4,430	4,678	1,700	39,202
Fuel	10,710	4,834	1,709	2,522	763	20,539
Non-Scheduled Rolling Stock Repairs	73	33	14	16	4	140
Operating Facilities Maintenance	906	411	170	203	55	1,745
Other Operating Train Services	488	136	118	163	79	984
Special Trains	219	333	115	30	82	779
Rolling Stock Lease	109	46	26	33	17	230
Security - Sheriff	4,000	1,541	556	819	163	7,078
Security - Guards	1,429	516	445	321	298	3,009
Supplemental Additional Security	321	178	69	84	24	676
Public Safety Program	50	18	16	11	10	105
Passenger Relations	873	496	164	220	59	1,812
TVM Maintenance/Revenue Collection	2,840	1,584	1,202	765	437	6,827
Marketing	1,184	623	224	292	85	2,408
Media & External Communications	228	83	72	50	48	481
Utilities/Leases	1,455	528	456	322	305	3,066
Transfers to Other Operators	1,589	774	221	306	93	2,983
Amtrak Transfers	572	1,203	1	2	76	1,854
Station Maintenance	1,332	386	179	305	96	2,298
Rail Agreements	2,222	1,528	1,460	353	241	5,804
<b>Subtotal Operations &amp; Services</b>	<b>77,019</b>	<b>35,094</b>	<b>15,952</b>	<b>17,352</b>	<b>6,581</b>	<b>151,998</b>
<b><u>Maintenance-of-Way</u></b>						
MoW - Line Segments	24,766	9,628	3,173	6,202	2,842	46,611
MoW - Extraordinary Maintenance	615	150	100	112	73	1,050
<b>Subtotal Maintenance-of-Way</b>	<b>25,381</b>	<b>9,779</b>	<b>3,273</b>	<b>6,314</b>	<b>2,914</b>	<b>47,662</b>
<b><u>Administration &amp; Services</u></b>						
Ops Salaries & Fringe Benefits	6,939	2,532	2,169	1,537	1,449	14,627
Ops Non-Labor Expenses	3,737	1,774	848	837	322	7,518
Indirect Administrative Expenses	9,952	3,614	3,121	2,203	2,087	20,978
Ops Professional Services	1,214	441	381	269	255	2,559
<b>Subtotal Admin &amp; Services</b>	<b>21,842</b>	<b>8,362</b>	<b>6,519</b>	<b>4,846</b>	<b>4,113</b>	<b>45,681</b>
<b>Contingency</b>	<b>95</b>	<b>34</b>	<b>30</b>	<b>21</b>	<b>20</b>	<b>200</b>
<b>Total Operating Expenses</b>	<b>124,337</b>	<b>53,269</b>	<b>25,774</b>	<b>28,533</b>	<b>13,628</b>	<b>245,541</b>
<b>Insurance and Legal</b>						
Liability/Property/Auto	6,679	3,029	1,254	1,495	407	12,865
Net Claims / SI	519	235	97	116	32	1,000
Claims Administration	572	260	107	128	35	1,102
<b>Total Net Insurance and Legal</b>	<b>7,770</b>	<b>3,525</b>	<b>1,459</b>	<b>1,740</b>	<b>474</b>	<b>14,967</b>
<b>Total Expenses</b>	<b>132,107</b>	<b>56,793</b>	<b>27,233</b>	<b>30,272</b>	<b>14,102</b>	<b>260,508</b>
<b>Net Loss</b>	<b>(109,922)</b>	<b>(45,933)</b>	<b>(23,780)</b>	<b>(25,067)</b>	<b>(12,305)</b>	<b>(217,008)</b>
<b>Required Funding</b>	<b>109,922</b>	<b>45,933</b>	<b>23,780</b>	<b>25,067</b>	<b>12,305</b>	<b>217,008</b>
<b>Funding Provided:</b>						
<b>Member Agency Subsidies</b>	<b>\$ 74,089</b>	<b>\$ 28,773</b>	<b>\$ 17,027</b>	<b>\$ 16,298</b>	<b>\$ 10,193</b>	<b>\$ 146,381</b>
<b>CARES ACT FUNDING</b>	<b>\$ 35,834</b>	<b>\$ 17,159</b>	<b>\$ 6,752</b>	<b>\$ 8,769</b>	<b>\$ 2,113</b>	<b>\$ 70,627</b>

Numbers may not foot due to rounding.



### Exhibit 3.8 FY2020-21 Annual Operating Budget by Cost Component by Line

(000's)	San Bernardino	Ventura County	Antelope Valley	Riverside	Orange County	OC MSEP	IEOC	91/PVL	TOTAL
<b>Operating Revenue</b>									
Farebox Revenue	\$ 6,000	\$ 2,396	\$ 3,495	\$ 2,480	\$ 6,346	\$ 68	\$ 3,044	\$ 2,389	\$ 26,219
Special Trains	\$ 36	\$ 14	\$ 29	\$ 11	\$ 43	-	\$ 57	\$ 29	\$ 219
Fare Reduction Subsidy	\$ 700	-	-	-	-	-	-	-	700
<b>Subtotal-Pro Forma FareBox</b>	<b>6,736</b>	<b>2,410</b>	<b>3,525</b>	<b>2,491</b>	<b>6,389</b>	<b>68</b>	<b>3,101</b>	<b>2,417</b>	<b>27,138</b>
Dispatching	166	581	382	6	1,126	16	18	34	2,327
Other Revenues	263	101	170	88	240	13	119	80	1,075
MOW Revenues	3,552	1,594	3,853	263	1,742	71	1,138	748	12,960
<b>Total Operating Revenue</b>	<b>10,717</b>	<b>4,686</b>	<b>7,930</b>	<b>2,847</b>	<b>9,496</b>	<b>169</b>	<b>4,376</b>	<b>3,279</b>	<b>43,500</b>
<b>Operating Expenses</b>									
<b>Operations &amp; Services</b>									
Train Operations	12,155	5,058	10,997	3,284	7,360	774	5,695	4,655	49,978
Equipment Maintenance	8,946	4,122	7,975	2,809	5,551	1,450	4,645	3,704	39,202
Fuel	4,922	1,889	3,960	1,397	3,387	435	2,643	1,906	20,539
Non-Scheduled Rolling Stock Repairs	33	12	30	9	22	5	17	11	140
Operating Facilities Maintenance	416	153	379	118	271	57	209	142	1,745
Other Operating Train Services	309	131	143	118	61	22	89	111	984
Special Trains	109	17	81	10	153	-	174	235	779
Rolling Stock Lease	50	35	37	32	39	-	31	7	230
Security - Sheriff	1,738	450	2,085	348	1,026	167	845	419	7,078
Security - Guards	453	497	541	448	230	82	339	419	3,009
Supplemental Additional Security	154	62	90	64	165	2	78	61	676
Public Safety Program	15	18	19	16	8	3	12	15	105
Passenger Relations	446	152	300	132	415	20	224	124	1,812
TVM Maintenance/Revenue Collection	1,210	992	1,101	537	756	309	1,002	920	6,827
Marketing	593	221	376	194	550	28	265	180	2,408
Media & External Communications	70	80	87	72	37	13	54	67	481
Utilities/Leases	447	510	554	459	236	84	347	429	3,066
Transfers to Other Operators	627	239	629	214	868	-	166	239	2,983
Amtrak Transfers	-	206	-	-	1,648	-	-	-	1,854
Station Maintenance	654	270	439	189	434	14	38	261	2,298
Rail Agreements	-	652	-	2,033	836	12	979	1,292	5,804
<b>Subtotal Operations &amp; Services</b>	<b>33,349</b>	<b>15,765</b>	<b>29,821</b>	<b>12,485</b>	<b>24,053</b>	<b>3,474</b>	<b>17,852</b>	<b>15,199</b>	<b>151,998</b>
<b>Maintenance-of-Way</b>									
MoW - Line Segments	13,161	7,119	10,447	1,246	6,641	263	4,468	3,266	46,611
MoW - Extraordinary Maintenance	235	163	188	128	161	6	129	39	1,050
<b>Subtotal Maintenance-of-Way</b>	<b>13,396</b>	<b>7,283</b>	<b>10,635</b>	<b>1,373</b>	<b>6,802</b>	<b>269</b>	<b>4,598</b>	<b>3,305</b>	<b>47,662</b>
<b>Administration &amp; Services</b>									
Ops Salaries & Fringe Benefits	2,143	2,421	2,648	2,182	1,139	399	1,656	2,038	14,627
Ops Non-Labor Expenses	1,613	705	1,456	586	1,305	93	896	864	7,518
Indirect Administrative Expenses	3,061	3,487	3,789	3,142	1,615	575	2,375	2,935	20,978
Ops Professional Services	373	425	462	383	197	70	290	358	2,559
<b>Subtotal Admin &amp; Services</b>	<b>7,190</b>	<b>7,038</b>	<b>8,355</b>	<b>6,294</b>	<b>4,256</b>	<b>1,137</b>	<b>5,216</b>	<b>6,195</b>	<b>45,681</b>
<b>Contingency</b>	<b>29</b>	<b>33</b>	<b>36</b>	<b>30</b>	<b>15</b>	<b>5</b>	<b>23</b>	<b>28</b>	<b>200</b>
<b>Total Operating Expenses</b>	<b>53,965</b>	<b>30,119</b>	<b>48,848</b>	<b>20,182</b>	<b>35,126</b>	<b>4,886</b>	<b>27,689</b>	<b>24,726</b>	<b>245,541</b>
<b>Insurance and Legal</b>									
Liability/Property/Auto	3,066	1,126	2,791	873	1,997	418	1,544	1,050	12,865
Net Claims / SI	238	88	217	68	155	32	120	82	1,000
Claims Administration	263	97	239	75	171	36	132	90	1,102
<b>Total Net Insurance and Legal</b>	<b>3,567</b>	<b>1,311</b>	<b>3,247</b>	<b>1,015</b>	<b>2,323</b>	<b>486</b>	<b>1,796</b>	<b>1,222</b>	<b>14,967</b>
<b>Total Expense</b>	<b>57,532</b>	<b>31,429</b>	<b>52,095</b>	<b>21,197</b>	<b>37,450</b>	<b>5,372</b>	<b>29,485</b>	<b>25,948</b>	<b>260,508</b>

Numbers may not foot due to rounding.

### Exhibit 3.9 FY2016-17 to FY2020-21 Revenue Sources Trend

(000's)	FY2016-17 ACTUALS	FY2017-18 ACTUALS	FY2018-19 ACTUAL	FY2019-20 BUDGET	FY2020-21 BUDGET	CHANGE FROM FY2019-20 BUDGET
<b>Operating Revenues</b>						
Farebox	\$ 83,373	\$ 82,699	\$ 82,154	\$ 89,983	\$ 27,138	(69.8%)
Dispatching Agreements	2,016	\$ 2,133	2,136	2,172	2,327	7.1%
Other Operating <sup>(1)</sup>	762	463	790	257	1,075	318.3%
Maintenance-of-Way	12,384	12,789	13,017	13,011	12,960	(0.4%)
Funds for Operating <sup>(2)</sup>	129,498	134,818	142,949	157,445	217,008	37.8%
<b>Subtotal Operating Revenues</b>	<b>\$ 228,032</b>	<b>\$ 232,902</b>	<b>\$ 241,046</b>	<b>\$ 262,869</b>	<b>\$ 260,508</b>	<b>(0.9%)</b>
<b>Percent of Total Revenues</b>	<b>76.9%</b>	<b>73.9%</b>	<b>57.5%</b>	<b>56.0%</b>	<b>61.8%</b>	<b>N/A</b>
<b>Capital Revenues <sup>(3)</sup></b>						
State	\$ 22,183	\$ 21,472	\$ 2,748	\$ 176	\$ 236	34.5%
Federal	14,915	26,795	4,428	1,353	1,486	9.8%
Interest on Lease Proceeds	75	-	-	-	-	N/A
Union Pacific Railroad/BNSF	-	-	26	-	-	N/A
Amtrak	-	-	-	-	-	N/A
Other Non-Member (includes insurance recoveries)	15,774	9,585	-	35	42	19.8%
Local Funds for Capital	15,495	24,459	2,365	1,640	953	(41.9%)
Carryover from prior year <sup>(4)(5)</sup>	N/A	N/A	168,878	203,190	158,440	(22.0%)
<b>Subtotal Capital Revenues</b>	<b>\$ 68,443</b>	<b>\$ 82,311</b>	<b>\$ 178,445</b>	<b>\$ 206,393</b>	<b>\$ 161,156</b>	<b>(21.9%)</b>
<b>Percent of Total Revenues</b>	<b>23.1%</b>	<b>26.1%</b>	<b>42.5%</b>	<b>44.0%</b>	<b>38.2%</b>	<b>N/A</b>
<b>Total Revenues</b>	<b>\$ 296,475</b>	<b>\$ 315,213</b>	<b>\$ 419,491</b>	<b>\$ 469,262</b>	<b>\$ 421,664</b>	<b>(10.1%)</b>
<b>Revenues as a Percent of Total</b>	<b>48.9%</b>	<b>50.5%</b>	<b>34.6%</b>	<b>33.9%</b>	<b>51.7%</b>	<b>N/A</b>

Numbers may not foot due to rounding.

**NOTES:**

- (1) Other Revenues include one-time and other non-recurring sources.
- (2) In FY2017-18, FY2018-19, FY2019-20 and FY2020-21 a portion of local funds will be reimbursed by a Federal Preventive Maintenance grant.
- (3) Each year includes only that amount expended within that year.
- (4) There is no separate category for carryover in FY2016-17 & FY2017-18 because funding types are identified when expenses were recorded and categorized in the appropriate line.
- (5) Carryover amounts are included in specific categories in years which are actual. Carryover amounts for budgeted years reflect expected expenditures as calculated at the time of the Budget Adoption.

### Exhibit 3.10 FY2020-21 Budget Revenue Sources and Use by Member Agency

(000's)	METRO	OCTA	RCTC	SBCTA	VCTC	System	Total FY2020-21	% of Total
<b>Operating Budget</b>								
<b>Funds For Operating</b>	<b>109,922</b>	<b>45,933</b>	<b>23,780</b>	<b>25,067</b>	<b>12,305</b>	-	<b>217,008</b>	<b>83.3%</b>
Operations	92,031	38,785	21,198	20,383	9,909	-	182,306	70.0%
Maintenance-of-Way	17,892	7,148	2,582	4,684	2,396	-	34,701	13.3%
<b>Other Operating Revenues</b>	<b>22,185</b>	<b>10,861</b>	<b>3,453</b>	<b>5,205</b>	<b>1,797</b>	-	<b>43,500</b>	<b>16.7%</b>
Farebox Revenue	12,981	7,171	2,650	3,382	955	-	27,138	10.4%
Non-Fare Operating Revenue	1,714	1,059	112	194	324	-	3,402	1.3%
MOW Revenues	7,490	2,631	692	1,630	518	-	12,960	5.0%
<b>Total Funding Sources For Operating</b>	<b>132,107</b>	<b>56,793</b>	<b>27,233</b>	<b>30,272</b>	<b>14,102</b>	-	<b>260,508</b>	<b>100.0%</b>
<b>Total Operating Expenditures</b>	<b>132,107</b>	<b>56,793</b>	<b>27,233</b>	<b>30,272</b>	<b>14,102</b>	-	<b>260,508</b>	<b>100.0%</b>
Operating Expenditures (Excludes MOW)	106,726	47,015	23,960	23,958	11,188	-	212,846	81.7%
Maintenance-of-Way	25,381	9,779	3,273	6,314	2,914	-	47,662	18.3%
<b>Capital Program Expenditure in FY2020-21</b>								
<b>Local Funds For Capital</b>	<b>956</b>	-	-	-	-	<b>42</b>	<b>998</b>	<b>0.6%</b>
New Capital	-	-	-	-	-	-	-	0.0%
Rehabilitation/Renovation	956	-	-	-	-	42	956	0.6%
<b>Other Capital Revenues</b>	-	<b>635</b>	<b>398</b>	<b>339</b>	<b>346</b>	-	<b>1,719</b>	<b>1.1%</b>
Interest on Lease Proceeds	-	-	-	-	-	-	-	0.0%
Other Non-Member (includes insurance recoveries)	-	-	-	-	-	-	-	0.0%
State Funds	-	-	-	164	69	-	233	0.1%
Federal Funds	-	635	398	176	277	-	1,486	0.9%
UPRR Funds	-	-	-	-	-	-	-	0.0%
<b>Carryover Expenditures in FY21</b>	<b>40,838</b>	<b>20,948</b>	<b>7,997</b>	<b>19,202</b>	<b>11,941</b>	<b>57,514</b>	<b>158,440</b>	<b>98.3%</b>
<b>Total Funding Sources For Capital Program</b>	<b>41,795</b>	<b>21,583</b>	<b>8,395</b>	<b>19,541</b>	<b>12,287</b>	<b>57,556</b>	<b>161,156</b>	<b>100.0%</b>
<b>Total Capital Program Expenditures in FY21</b>	<b>41,795</b>	<b>21,583</b>	<b>8,395</b>	<b>19,541</b>	<b>12,287</b>	<b>57,556</b>	<b>161,156</b>	<b>100.0%</b>
New Capital	-	-	-	-	-	-	-	0.0%
Rehabilitation/Renovation	956	635	398	339	346	42	2,717	1.7%
Carryover from prior year	40,838	20,948	7,997	19,202	11,941	57,514	158,440	98.3%
<b>Total Proposed Expenditures</b>	<b>173,902</b>	<b>78,376</b>	<b>35,628</b>	<b>49,814</b>	<b>26,389</b>	<b>57,556</b>	<b>421,664</b>	N/A

*Numbers may not foot due to rounding.*

SECTION 4

**OPERATING REVENUES**

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# SOUTHERN CALIFORNIA REGIONAL RAIL AUTHORITY

## FY2020-21 BUDGET

### SECTION 4: Operating Revenues

#### 4.1 Introduction

SCRRA's funding requirement for the FY2020-21 Operating Budget is \$260.5 million. Funding for the Operating Budget is provided by a combination of SCRRA generated operating revenues and subsidies from the five Member Agencies. SCRRA operating revenues include farebox, dispatching, Maintenance-of-Way (MOW), and miscellaneous revenue sources. The FY2020-21 Member Agency subsidy request of \$146.4 million represents a \$11.1 million, or 7.0%, decrease from the FY2019-20 Budget. The balance of the funding requirement of \$70.6 million will be covered by the CARES Act.

SCRRA estimated FY2020-21 Revenues are \$43.5 million, a decrease of \$61.9 million from the FY2019-20 Budget. This reduction is a result of the COVID-19 pandemic impacts on farebox revenues. In FY2019-20 and FY2020-21, total funding is budgeted as follows:

	FY 2019-20	FY 2020-21	CHANGE FROM FY2019-20 BUDGET	
	BUDGET	BUDGET	\$ VARIANCE	% VARIANCE
Farebox	\$ 89,983	\$ 27,138	\$ (62,845)	(69.8%)
Dispatching	2,172	2,327	155	7.1%
Other Revenues	257	1,075	818	318.3%
MOW Revenues	13,011	12,960	(50)	(0.4%)
<b>Subtotal</b>	<b>105,423</b>	<b>43,500</b>	<b>(61,923)</b>	<b>(58.7%)</b>
Member Agencies	157,445	146,381	(11,065)	(7.0%)
CARES Act Funding		70,627	70,627	
<b>Total</b>	<b>\$ 262,869</b>	<b>\$ 260,508</b>	<b>\$ (2,361)</b>	<b>(0.9%)</b>

*Numbers may not foot due to rounding.*

As shown in Section 6 - Member Agency Subsidies, operational subsidies are effectively reduced by the annual Congestion Mitigation Air Quality Grant (CMAQ) and Preventive Maintenance Federal Formula Funds, which are claimed by Metrolink and passed on to Member Agencies.

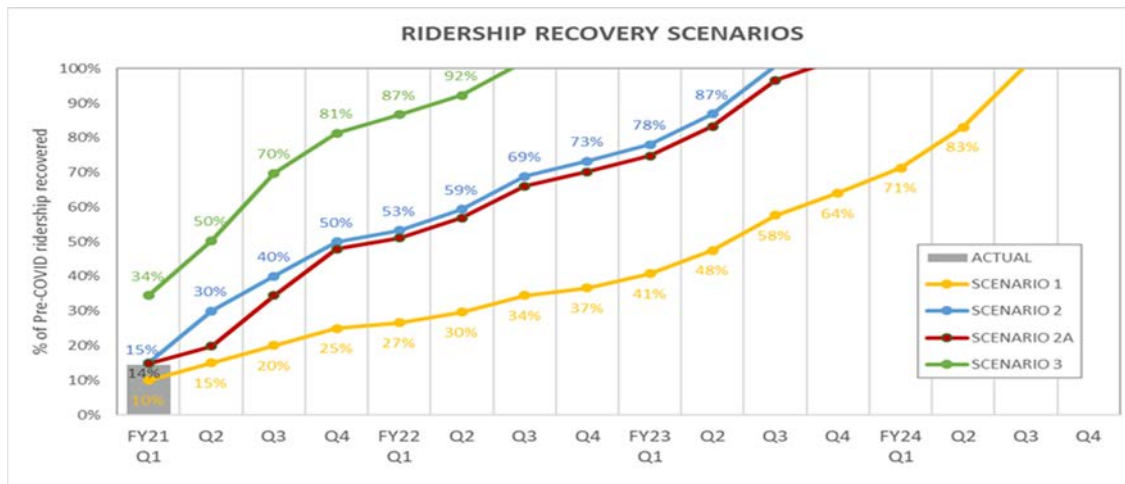
## 4.2 Farebox Revenues – Marketing

### Impacts of a Global Pandemic

In February 2020, job growth and higher gasoline prices continued to create favorable economic conditions for Metrolink. Systemwide ridership was 8.3% higher than the same month the previous year, with most lines reporting their best ridership growth in many months. Metrolink was on track to have another year of record-breaking ridership.

On March 11, life as we knew it was changed when the World Health Organization declared COVID-19 a pandemic and Metrolink ridership began to decline. In the intervening weeks, life completely changed in ways no one could have imagined. Since the closing of K-12 schools, followed by the California “Stay-at-Home” orders on March 19, Metrolink ridership – and corresponding fare revenue – declined further, and bottomed at approximately 10% compared to the previous year. Gas prices fell to their lowest levels in more than a decade. And unemployment in Southern California grew to the highest levels since the Great Depression.

In March, staff implemented cost control and savings measures including a travel freeze and a hiring freeze of non-mission critical positions. In addition, the executive team reviewed all discretionary spending and identified more than \$8 million in savings or deferrals for the fiscal year. The Authority also developed several planning scenarios as noted below and is operating under the assumptions made in Scenario 2A, which assumes full ridership recovery by Q4 of FY23.



### A New Normal

The COVID-19 pandemic is expected to continue to impact local economies at least through the end of 2021. An April 2020, customer survey revealed that 81% of riders were likely to return to Metrolink – but not all at once. While 29% indicated they will return as soon as stay-at-home orders are lifted, some plan to wait for schools to re-open, or for a vaccine or related treatment to be available. Overwhelmingly riders are concerned about safety and expect expanded cleanliness and enhanced social distancing measures.

Based upon a survey of our Corporate Partners and industry reports, Metrolink expects many of its customers, forced to work from home because of COVID-19 pandemic, will continue working remotely after stay-at-home orders are lifted. Still, 71% of those continuing to ride Metrolink during the pandemic described themselves as Essential Workers, with 39% working in the healthcare industry and 14% in transportation and logistics. Nearly one-third (32%) of those still riding Metrolink have no vehicle and rely on Metrolink to get to their jobs.

A cross-functional team of Metrolink Staff developed a recovery plan for the Agency. This plan addresses actions the Agency will take to earn the trust and confidence of our staff and the community necessary to rebuild our ridership. The five points are: Health and Safety, Operational Transparency, Triple Bottom Line, Future-Proof Operations and Sustainable Financial Performance.

## **MARKETING COMMUNICATIONS OBJECTIVES**

The Marketing & Communications team is charged with developing and launching plans to recover ridership. Growing ridership into the future will require building the Agency's reputation and gaining the community's confidence.

Our marketing communications campaign objectives are as follows:

- Grow ridership
  - Increase the frequency of use among current riders
  - Attract new Metrolink customers by raising awareness of the service
- Retain ridership
  - Revive and strengthen our relationship with current and pre-COVID lapsed customers
- Position Metrolink as an essential part of the community, serving a diverse customer base, supporting local businesses.
- Build trust among stakeholders and the community to drive advocacy and financial support.

### **4.3 MOW Revenues**

Freight railroads and Amtrak Intercity Services operating over territory owned by Member Agencies provide MOW revenues, based upon existing agreements. MOW revenue is projected at \$13.0 million, or essentially equivalent to the FY2019-20 Budget. The details of MOW payments and their source are as shown in Exhibit 4.2. The increase in revenue is over the entire portfolio as a result of the slight increase in the anticipated Association of American Railroads (AAR) annual rate which is used to construct amounts to be paid.



#### **4.4 Dispatching Revenues**

Freight railroads and Amtrak Intercity Services operating over territory owned by Member Agencies provide dispatching revenues, based upon existing agreements. Dispatching Revenues in FY2020-21 are projected at \$2.3 million, which is a 7.1% increase from the FY2019-20 Budget. The increase is the result of a determination that freight reports were incorrectly interpreted causing an incorrectly low billing in prior years.

#### **4.5 Exhibits**

**Exhibit 4.1: FY2016-17 to FY2020-21 Fare Revenue and Ridership** provides average daily ridership, total fare revenue and revenue per rider for weekend and weekdays. Data is provided for each operating line with comparisons to prior year.

**Exhibit 4.2: FY2016-17 to FY2020-21 MOW Revenue Trends** details various MOW revenue agreements by territory and source with annual actual revenues for FY2016-17, FY2017-18 and FY2018-19, and budgeted revenues for FY2019-20 and FY2020-21.

**Exhibit 4.3: FY2016-17 to FY2020-21 Dispatching Revenue Trends** lists various dispatching revenue agreements by territory with annual actual revenues for FY2016-17, FY2017-18 and FY2018-19, and budgeted revenues for FY2019-20 and FY2020-21.

**Exhibit 4.4: FY2016-17 to FY2020-21 Other Operating Revenue Trends** lists various revenue sources such as Amtrak TVM and interest with annual actual revenues for FY2016-17, FY2017-18 and FY2018-19, and budgeted revenues for FY2019-20 and FY2020-21.

## Exhibit 4.1 FY2016-17 to FY2020-21 Fare Revenue and Ridership

Operating Line	AVERAGE DAILY RIDERSHIP						REVENUE/RIDER (\$'s)					FARE REVENUE (\$000's)					
	FY2016-17 ACTUAL	FY2017-18 ACTUAL	FY2018-19 ACTUAL	FY2019-20 BUDGET	FY2020-21 BUDGET	% CHANGE FROM FY2019- 20 BUDGET	FY2016-17 ACTUAL	FY2017-18 ACTUAL	FY2018-19 ACTUAL	FY2019-20 BUDGET	FY2020-21 BUDGET	FY2016-17 ACTUAL	FY2017-18 ACTUAL	FY2018-19 ACTUAL	FY2019-20 BUDGET	FY2020-21 BUDGET (1)	% CHANGE FROM FY2019- 20 BUDGET
San Bernardino																	
Weekday	9,271	9,141	9,962	11,083	3,518	(68.3%)	7.87	7.81	5.96	6.69	6.55	18,969	18,572	15,448	19,271	5,991	(68.9%)
Weekend	3,220	3,238	3,352	3,799	1,134	(70.2%)	6.21	6.30	5.88	4.94	6.32	2,079	2,121	2,051	1,952	745	(61.8%)
Ventura County																	
Weekday	4,175	4,182	4,220	4,498	1,439	(68.0%)	5.74	5.55	5.45	5.59	6.39	6,230	6,031	5,985	6,535	2,391	(63.4%)
Weekend (2)				291	297					4.75	5.01				18	19	
Antelope Valley																	
Weekday	5,767	6,070	6,309	6,971	2,168	(68.9%)	6.72	6.37	8.07	6.48	5.68	10,077	10,055	13,237	11,747	3,201	(72.7%)
Weekend	2,113	2,186	2,155	2,302	746	(67.6%)	6.65	6.82	6.74	5.95	4.17	1,462	1,550	1,511	1,425	324	(77.3%)
Riverside																	
Weekday	3,863	3,880	3,698	3,962	1,234	(68.8%)	8.67	8.61	8.55	8.72	7.76	8,705	8,688	8,226	8,979	2,491	(72.3%)
Orange County																	
Weekday	9,657	9,497	9,615	10,590	3,290	(68.9%)	8.03	8.19	8.21	8.46	6.89	20,158	20,231	20,534	23,296	5,896	(74.7%)
Weekend	1,985	2,138	2,184	2,379	737	(69.0%)	7.11	7.06	7.08	5.87	6.44	1,468	1,569	1,609	1,452	493	(66.0%)
OC MSEP																	
Weekday	440	482	530	275	78	(71.8%)	3.58	3.12	2.56	5.81	3.38	410	391	352	416	68	(83.6%)
IEOC																	
Weekday	4,673	4,632	4,463	4,784	1,515	(68.3%)	6.38	6.11	6.12	5.61	7.14	7,751	7,355	7,098	6,980	2,812	(59.7%)
Weekend	1,513	1,578	1,494	1,535	494	(67.8%)	2.33	2.33	2.23	5.88	5.63	366	382	346	939	289	(69.2%)
91/Perris Valley																	
Weekday	3,109	3,121	3,151	3,256	1,078	(66.9%)	6.64	6.67	6.60	7.59	8.03	5,367	5,411	5,408	6,422	2,249	(65.0%)
Weekend	708	739	710	820	252	(69.2%)	4.50	4.46	4.75	6.46	6.41	331	343	351	551	168	(69.5%)
Totals																	
Weekday	40,955	41,005	41,948	45,418	14,319	(68.5%)	7.29	7.20	6.99	7.08	6.74	77,667	76,735	76,287	83,647	25,100	(70.0%)
Weekend	9,539	9,879	9,894	11,126	3,660	(67.1%)	5.75	5.80	5.70	5.48	5.35	5,706	5,964	5,867	6,337	2,038	(67.8%)
<b>Total</b>	<b>50,494</b>	<b>50,883</b>	<b>51,841</b>	<b>56,544</b>	<b>17,979</b>	<b>(68.2%)</b>	<b>7.16</b>	<b>7.08</b>	<b>6.88</b>	<b>6.94</b>	<b>6.61</b>	<b>83,373</b>	<b>82,699</b>	<b>82,154</b>	<b>89,983</b>	<b>27,138</b>	<b>(69.8%)</b>

Numbers may not foot due to rounding.

**NOTES:**

(1) FY20 fare revenue budget is projected with FY18 actual average fare per rider and ridership trends

(2) Ventura weekend service is for 13 Saturdays

(3) Data is provided for each operating line with annual actuals for FY2016-17, FY2017-18 and FY2018-19, and budgeted data for FY2019-20 and FY2020-21.

## Exhibit 4.2 FY2016-17 to FY2020-21 Maintenance-of-Way (MOW) Revenue Trends

(000's)	FY2016-17	FY2017-18	FY2018-19	FY2019-20	FY2020-21	CHANGE FROM
Agreement/Territory	ACTUALS	ACTUALS	ACTUALS	BUDGET	BUDGET	FY2019-20 BUDGET
Amtrak Intercity Services	\$ 959	\$ 941	\$ 941	\$ 965	\$ 963	(0.1%)
LAUS Rail Yard Operations & Maintenance (Amtrak)	599	750	769	781	557	(28.6%)
Azusa Branch Shared Use (UPRR/SPTC)	130	136	142	140	146	4.2%
Baldwin Park Branch Shared Use (UPRR/SPTC)	126	220	229	225	235	4.2%
Coast & Saugus Shared Use (UPRR/SPTC)	4,391	4,391	4,391	4,391	4,391	0.0%
East Bank Joint Facility (UPRR/SPTC)	832	864	860	885	881	(0.5%)
Mission Tower (UPRR/SPTC)	179	192	193	197	198	0.4%
San Diego & Olive Subdivision Shared Use (BNSF)	1,693	1,717	1,775	1,760	1,818	3.3%
Pasadena Subdivision Shared Use (BNSF)	2,200	2,230	2,306	2,286	2,366	3.5%
State Grade Crossing (CPUC)	306	328	367	328	328	0.1%
PVL/San Jacinto Subdivision Shared Use (BNSF)	644	653	675	670	692	3.3%
Redlands Subdivision Shared Use (BNSF)	214	217	224	222	230	3.3%
Crossing Maintenance Fees	109	149	143	162	155	(4.0%)
Federal/Other Funds	-	-	-	-	-	N/A
<b>Total</b>	<b>\$ 12,384</b>	<b>\$ 12,789</b>	<b>\$ 13,017</b>	<b>\$ 13,011</b>	<b>\$ 12,960</b>	<b>(0.4%)</b>

Numbers may not foot due to rounding.

### Exhibit 4.3 FY2016-17 to FY2020-21 Dispatching Revenue Trends

(000's)	FY2016-17	FY2017-18	FY2018-19	FY2019-20	FY2020-21	CHANGE FROM
Agreement/Territory	ACTUALS	ACTUALS	ACTUALS	BUDGET	BUDGET	FY2019-20 BUDGET
Amtrak Intercity Services	\$ 1,492	\$ 1,464	\$ 1,464	\$ 1,501	\$ 1,651	10.0%
Coast & Saugus Shared Use (UPRR/SPTC)	257	257	257	257	257	(0.0%)
East Bank Joint Facility (UPRR/SPTC)	91	92	92	91	94	2.7%
Mission Tower (UPRR/SPTC)	46	183	183	183	183	0.0%
San Diego & Olive Subdivision Shared Use (BNSF)	54	59	59	60	61	1.7%
Pasadena Subdivision Shared Use (BNSF)	64	71	70	72	71	(2.0%)
San Jacinto Subdivision	12	8	11	8	11	38.5%
North County Transit District (NCTD)	-	-	-	-	-	N/A
<b>Total</b>	<b>\$ 2,016</b>	<b>\$ 2,133</b>	<b>\$ 2,136</b>	<b>\$ 2,172</b>	<b>\$ 2,327</b>	<b>7.1%</b>

Numbers may not foot due to rounding.

### Exhibit 4.4 FY2016-17 to FY2020-21 Other Operating Revenue Trends

(000's) Revenue Source	FY2016-17 ACTUALS	FY2017-18 ACTUALS	FY2018-19 ACTUALS	FY2019-20 BUDGET	FY2020-21 BUDGET	CHANGE FROM FY2019-20 BUDGET
Marketing Revenues	\$ 62	\$ 11	\$ 18	\$ 50	\$ 1,000	1900.0%
Amtrak TVM Revenues	142	79	-	-	-	N/A
Lease Proceeds	15	-	-	-	-	N/A
Rolling Stock Rental	67	-	-	-	-	N/A
LAWA (Fly-away) Commission	-	-	-	-	-	N/A
Flex Payment Gain	-	-	-	-	-	N/A
Citations	-	-	-	-	-	N/A
Allocable Interest	7	-	-	-	-	N/A
Insurance Recoveries	2	-	-	-	-	N/A
Interest	-	-	-	-	-	N/A
Miscellaneous Revenues	152	128	360	107	15	(86.0%)
TPA Earnings	289	202	-	100	-	(100.0%)
Gain On Disposal Of Asset	16	33	-	-	50	N/A
Scrap and Salvage Sales	8	11	363	-	10	N/A
<b>Total</b>	<b>\$ 762</b>	<b>\$ 463</b>	<b>\$ 742</b>	<b>\$ 257</b>	<b>\$ 1,075</b>	<b>318.3%</b>

Numbers may not foot due to rounding.

SECTION 5

**OPERATING EXPENSES**

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# **SOUTHERN CALIFORNIA REGIONAL RAIL AUTHORITY**

## **FY2020-21 BUDGET**

### **SECTION 5: Operating Expenses**

#### **5.1 Introduction**

SCRRA's Operating Expenses for FY2020-21 are projected at \$260.5 million. This cost includes four key budgetary components: Train Operations, Maintenance-of-Way (MOW), Administration and Services related to Train Operations and Insurance Expense. Note that the categories of Train Operations, Administration & Services and Non-Train Ops Contingency are herein combined and referred to as "Train Operations." Train Operations costs are \$197.9 million, or 76.0% of the total Operating Budget. MOW costs are \$47.7 million, or 18.3% of the total Operating Budget. Insurance expenses are \$15.0 million, or 5.7% of the total Operating Budget.

The approach for budgeting was a zero base. Each item submitted for inclusion in the FY2020-21 Budget required specific justification. Justification for cost submissions were reviewed, cost center by cost center, line by line. Tighter controls were instituted to ensure conformance to established guidelines. Meetings were held with Staff to reach agreement on expenses in the current environment. Special attention was dedicated to the "Big Five" vendors (Amtrak, Bombardier, Sheriff, Mass Electric, VTMI) as they comprise more than 40% of the Operating Expenses.

Review protocols were instituted in FY2018 to ensure staff in all areas are apprised of the latest expense trends in their respective areas.

Meetings will be held each month with every Chiefs to compare actual expenses to budget for each item in each cost center for which they are accountable.

#### **5.2 Operating Budget Assumptions**

##### **5.2.1 Service Levels**

The FY2020-21 Budget reflects the operation of 108 weekday trains on seven lines and 88 regular weekend trains operating on five lines. Currently, weekend services offered both Saturday and Sunday, will be operated on the San Bernardino, Orange County, 91/PVL, IEOC and Antelope Valley lines. Saturday service only is offered on the Ventura Line.



## **5.2.2 Cost Allocations**

Operations expenses are distributed to the operating lines, and subsequently to Member Agencies, based on a number of formulas approved by the Member Agencies. Multiple allocation categories are used to apply SCRRA operating costs to the various line segments and Member Agencies. Key formula types include train miles, train miles lagged, ridership, route miles dispatched, track miles and unduplicated stations.

These allocation categories are applied to specific budget line item components as outlined in Member Agency agreements. Examples include current budget year train miles used to allocate Train Operations, fuel and operating contingency funds. More complex allocations are applied directly to line segments or territories, and are used for rail agreements, MOW, transfer payments and Amtrak passenger transfers. Items such as direct Train Operations expenses and fuel are distributed based on train miles, while payments to freight railroads are charged directly to operating lines associated with the specific freight lines. These allocation formulae are described in Section 11 – Appendix.

## **5.3 Train Operations**

Train Operations expenses of \$197.9 million have decreased \$3.9million, or 1.9%, from the FY2019-20 Budget. These costs include multiple functional sub-components, which are segmented to permit allocation to operating line segments and to Member Agencies.

This portion of the Operating Budget includes expenses required to operate the Metrolink system, including rail operations, maintenance of equipment, fuel, security, utilities, transfer payments to other transit operators and revenue collection. Payments to freight railroads for dispatching services, station maintenance, passenger services, general and administrative expenses and professional service also add to Train Operation expenses.

### **5.3.1 Train Operations Components**

There are several key groupings of costs associated with Train Operations. These groupings are then allocated to Member Agencies.

The explanations below will show that in FY2021 many costs which vary directly with ridership will see a reduction as an impact of the COVID-19 pandemic.

#### **Train Operations - Crews**

Cost in FY2020-21 is 44.6 million, increased by \$1.3 million or 2.9% which are the result of the contractual increase.

### **Train Operations - Dispatching**

The budgeted cost of SCRRA-provided dispatching services over the right-of-way territories owned by the SCRRA Member Agencies in FY2020-21 is \$5.4 million, an increase of \$0.6 million or 10.9%.

### **Equipment Maintenance**

The Equipment Maintenance budget for FY2020-21 totals \$39.2 million, an increase of \$2.6 million, or 7.0% from the FY2019-20 Budget. This is comprised of three types of expense items:

- Outsourced mechanical services – Eastern Maintenance Facility & Stuart Mesa (primarily Bombardier) totals \$29.3 million and includes additional cleaning services necessitated by COVID-19 pandemic in the amount of \$0.9. Excluding the new COVID-19 pandemic costs, this increase is 5/5%.
- Materials issued from inventory to effect repairs totals \$9.6 million.
- Other Mechanical Services totals \$0.3 million.

### **Fuel**

The budget assumes an annual consumption of 8.5 million gallons of fuel for train operations. FY2020-21 fuel prices will continue to be managed through a fuel hedging program. Fuel Purchase Program is intended to lower fuel budget risk and fuel cost volatility and allow for better planning and forecasting of fuel costs. The fuel budget of \$20.5 million is a \$1.2 million decrease from the FY2019-20 Budget.

### **Non-Scheduled Rolling Stock Repairs/Modifications**

Repairs to accommodate unforeseen medium-scaled damage to rolling stock or rolling stock modifications is budgeted at \$0.1 million, a decrease of 12.5% from the FY2019-20 Budget.

### **Operating Facilities Maintenance**

This category includes janitorial services; maintenance and hazardous materials compliance at the Central Maintenance Facility (CMF) and other SCRRA facilities; repair, fueling and maintenance of Authority-owned rubber tire vehicles and facilities equipment (forklifts, cranes, etc.); maintenance of equipment for the routine repair of rolling stock. The total budget for this category for FY2020-21 is \$1.7 million; no increase to the FY2019-20 Budget.

### **Other Operating Train Services**

This category involves items directly related to operating the rail system; weather data forecast and emergency reporting services, publications, printing of required manuals and the largest line item, emergency bus services. A new item included in this category for the FY2020-21 Budget is Quality Service Pledge Reimbursement. The projected expenditures of \$1.0 million; no increase to the amount of the FY2019-20 Budget.

### **Special Trains**

Special Trains are being included in the Operating Budget on the basis that Special Trains are key factors in both attracting new riders and fulfilling Metrolink's responsibility to serve communities. Although COVID-19 pandemic may affect the running of such trains, the decision was made to keep the funds available. The expenditure budget for FY2020-21 has been established at \$0.8 million, no increase to prior year's budget. Special Trains include trains for events such as Angels baseball games, Festival of Lights, Rams football games, and Lunar New Year.

### **Rolling Stock Leases**

This category provides for the lease of three locomotives to assist with service during the time locomotives are being serviced or tested. The expenditure budget for FY2020-21 has been established at \$0.2 million, no increase from prior year.

### **Security – Sheriff**

Our contract with the Los Angeles County Sheriff's Department at \$7.1 million for FY2020-21 is \$1.0 million, or 16.1%, higher than the FY2019-20 Budget. The FY2019-20 Budget was inaccurate. In addition, it has been determined that additional funds will be needed for FY2020-21. The additional amounts will come from savings in other areas.

### **Security – Guards**

FY2020-21 Security Guard costs of \$3.0 million is more than prior year by \$0.5 million or 17.9%. In addition, it has been determined that additional funds will be needed for FY2020-21. The additional amounts will come from savings in other areas.

### **Supplemental Additional Security**

This program is funded through an increment on fare revenues originally implemented in FY2002-03 calculated at 0.75% of fare revenues. These funds provide for specific non-recurring security-related expenses, such as improvements to station cameras, fences, lighting and other expenses related to security. The amount of these funds varies directly with the growth or decline in fare revenues. In FY2020-21, this amount will remain at \$0.7 million, to allow for additional security in light of the current situation.

### **Public Safety Program**

Public Safety is a subset of the System Safety Department created to handle OSHA training; public safety posters, materials and activities; employee Drug and Alcohol random testing as mandated by the Federal Railroad Administration (FRA); and Operation Lifesaver participation. The FY2020-21 Public Safety is \$0.1 million, or 75.0% less than the FY2019-20 Budget. Much of the work of this department is now handled as a part of the COVID-19 pandemic outreach.

### **Passenger Relations**

The Passenger Relations budget furnishes funds primarily for the Call Center which provides multiple types of information to passengers seven days a week. The \$1.8 million budget is a .8% increase from the FY2019-20 Budget.

### **Ticket Vending Machine (TVM) Maintenance/Revenue Collection**

This includes maintenance of TVM, validators and all software related to mobile ticketing, revenue collection, ticket stock purchases, fare change programming and merchant fees for credit and debit card usage. The total for this line item in the FY2020-21 Budget is \$6.8 million, a \$2.8 million or 29.3% reduction from the FY2019-20 Budget. New ticket vending devices will reduce repair costs and we have negotiated a more favorable maintenance contract. The impact of COVID-19 pandemic will affect this category by the need to purchase less ticket stock, fewer bank charges for purchases, and a lower commission cost on Mobile Application purchases.

### **Marketing**

The Marketing category totaling \$2.4 million is comprised of Customer Experience Department's budget of \$2.0 million and Planning Department's market research budget of \$0.4 million. For FY2020-21, the overall budget for Customer Experience Department increased by \$0.6 million from the FY2019-20 Budget. The Customer Experience Department's budget includes advertising, Metrolink's weekend/destination programs, Corporate Partner Program (CPP), new resident direct mail campaign and customer outreach onboard trains and at stations.

### **Media/External Communications**

The Media/External Communications category includes media, public and community relations, website content development and the production of printed timetable schedules and Ride Guides. At \$0.5 million, this line item is flat as compared to the FY2019-20 Budget.

### **Utilities/Leases**

Utility and lease budgets are estimated at current monthly average costs, and/or rates included in negotiated leases. The total amount in FY2020-21 Budget is \$3.1 million, a budget increase of \$0.4 million, or 13.8%, from the FY2019-20 Budget.

### **Transfers to Other Operators**

This line item is the amount Metrolink pays to other Transit Operators to allow Metrolink ticket holders to transfer to their systems without additional cost. The cost paid to other transit operators at \$3.0 million is \$2.3 million, or 43.7% less, than the FY2019-20 Budget. The reduction is the result of lower ridership over all transit systems, another impact of COVID-19 pandemic.

### **Amtrak Transfers**

These funds represent costs to the Authority for the Rail2Rail program. Under this program, SCRRRA, Amtrak and Caltrans agreed to collaborate in allowing reciprocal service to monthly pass holders on the Ventura and Orange County lines. The

amount budgeted for FY2020-21 is \$1.9 million, a decrease of \$0.5 million or 22.8% from the FY2019-20 Budget. This is another impact of COVID-19 pandemic, which caused a reduction of Amtrak service.

### **Station Maintenance**

For FY2020-21, Station Maintenance is budgeted at \$2.23 million. This item represents the costs to maintain station equipment, including station displays, maintenance of the Union Station Platform and related common area expenses. This category increased \$0.1 million or 3.0% more than the FY2019-20 Budget.

### **Rail Agreements**

This item represents payments to Union Pacific and Burlington Northern Santa Fe (BNSF) freight railroads, for dispatching and MOW services for Metrolink trains traveling over property owned by these railroads. The amount budgeted is \$5.8 million, reflecting a budgeted decrease of \$1.0 million or 8.8% from the FY2019-20 Budget. The decrease is the result of reduced fees upon the completion of a second track.

### **Operations Salaries and Fringe Benefits**

Salaries and fringe benefits are projected based on the actual salary rate of each position charged to Train Operations with an assumed fringe benefit additive. No Merit or COLA increase is included in the FY2020-21 budget. The total salary and fringe benefit budget for Train Operations is \$14.6 million for FY2020-21, no increase from the FY2019-20 Budget.

### **Operations Direct Non-Labor Costs**

This category totals \$7.5 million for FY2020-21, a decrease of \$1.3 million from the FY2019-20 Budget. A portion of the decrease totaling \$1.2 million is the result of a reclassification of expense. A total of \$6.3 million of this category, or 84%, is PTC software, maintenance agreements, technology support and utility costs which have decreased \$0.4 million from the FY2019-20 Budget. This category also includes \$1.0 million consisting of travel and lodging expenses for employee training, and conferences, operations memberships, gasoline, maintenance and repairs for operating department vehicles, and miscellaneous expenses.

### **Indirect Administrative Expenses**

The Indirect Administrative Expense category represents the Train Operations budget sector's share of the Authority's General and Administrative (G&A) costs. The Indirect expense allocation totals \$21.0 million for FY20-21, up \$0.2 million, or 1.1%, from the FY2019-20 Budget.

### **Operations Professional Services**

This category consists of consultants and other outside professional services. In FY2020-21, the total budget is \$2.6 million. Outside legal services comprise \$1.1 million, or 44%, of the costs in this category. The entire category is down from the FY2019-20 Budget by \$1.4 million, or 35.4%. \$700K of the reduction is due to fewer consultants for Train Operations, and \$600K is a reduction of DBE costs

budgeted in Train Operations. Those DBE costs were budgeted for Capital projects in FY2020-21.

### **Contingency**

This line item is traditionally budgeted for use under authority of the Chief Executive Officer. This helps to deflect any unanticipated increase in expenses, avoid subsequent increases to Member Agency subsidies, in the event short-term negative expense impacts are realized during the fiscal year. It represents the primary general reserve fund of the budget. This year, we have again kept that contingency to \$0.2 million, representing less than 0.1% of the Operating Budget for FY2020-21.

### **5.3.2 Train Operations Note**

FY2020-21 cost components by line item expenditure for Train Operations, see Exhibit 3.6 FY2020-21 Annual Operating Budget by Cost Component by Fiscal Year and Exhibit 3.7 FY2020-21 Annual Operating Budget by Cost Component by Member Agency.

### **5.4 Maintenance-of-Way (MOW)**

This portion of the Operating Budget represents ordinary maintenance of the rights-of-way owned by Member Agencies and includes routine maintenance, inspection and repairs of track, structures, right-of-way, signal, communication and the train control systems. Overall, the FY2020-21 MOW expenses of \$47.7 million an increase of \$0.7 million, or 1.5%, compared to the FY2019-20 Budget. Half of this increase or \$0.3 million is an increase to Extraordinary Maintenance. The balance of the increase arises from the contractual escalators in our agreements with major service vendors.

SCRRA budgets for MOW expenses to ensure that the level of Ordinary Maintenance (OM) is sufficient to prevent any degradation of service quality or safety performance. The levels of maintenance required on the individual subdivisions are dependent upon the condition of the infrastructure, levels of commuter and freight train traffic, the number of road crossings and curves, and weather conditions. The condition of the infrastructure is also highly dependent on the level of funding available for Capital Maintenance (rehabilitation) in the Capital Program of the Budget.

To address Capital Maintenance needs, SCRRA developed and distributed the Metrolink Rehabilitation Plan (MRP), which is a comprehensive assessment of the State of Good Repair (SOGR) of SCRRA's infrastructure and systems. The results of MRP indicated that after years of inadequate funding of rehabilitation projects, there is approximately \$443.5 million backlog of deferred SOGR or Capital Maintenance for SCRRA's Track and Structures. Economic realities suggest that several years will be required to reduce the backlog to acceptable levels. A

strategy is now being developed to address the backlog with a major rehabilitation investment program.

#### **5.4.1 Assumptions**

MOW expenses are expenditures that provide OM of Member Agency-owned Track, Structures, Signals, and Road crossings. The most economical methods of replacement of Track elements (rail, ties, crossings, etc.) are through large specialized production-based projects. Best practice indicates planned replacement of track, Train Control and C&S components and systems, as they approach the end of their life cycle using Capital Maintenance. The costs to perform inspections and routine repairs should be covered in the OM budget. The MOW policy of SCRRA is to perform ordinary maintenance sufficient to meet SCRRA maintenance standards in addition to regulatory requirements. To prevent loss of service quality and budget for Rehabilitation at practical intervals, we strive to rehabilitate systems based on industry best practices and the Metrolink Rehabilitation Plan. This philosophy is consistent with other successful railroads on their main routes.

The primary function of OM is a continuous cycle of inspections and reports on the condition of track, signals, grade crossings and bridges, and the performance of adjustments and/or repairs of any exceptions found during the inspections. The Federal Railroad Administration (FRA) has requirements for minimum inspection schedules, standards for track, signal and grade crossing conditions, and documentation requirements for all inspections. To assure a high level of safety and quality on track and signal operations, SCRRA adheres to its own maintenance standards. These standards in some cases are stricter and more frequent than the FRA minimum requirements.

#### **5.4.2 Conditions and Trends in the MOW Budget**

Current year MOW budgets are developed annually to maintain the infrastructure in a safe and compliant manner. They are based on assessing the actual quantities of infrastructure components, the number of contracted and maintenance personnel (SCRRA technicians, supervisors, inspectors, and managers/support) needed to perform the inspections and repairs, including amounts for material purchases, vehicles, supplies and support activities. Labor costs of contracted service providers are the largest component of the OM budget. The labor rates are based on rates obtained through competitively bid OM contracts. These rates are further verified to be compliant with the California Department of Labor Statistics Prevailing Wages Determinations for railroad maintenance operations and adjusted annually by indexes specified in the contract.

Labor is budgeted with a percentage for overtime to support system failures, repair of systems caused by outside forces, including vandalism and wildfires. Due to the number of commuter and freight trains operated mid-day, a large majority of

OM work is being performed at night or during non-revenue service hours. Most contracts and labor agreements permit scheduled night work at premium straight time shift rates, if sufficient advance notice is given for a change of shift starting time. The OM labor budget includes two-shift coverage of track maintenance to assure that ordinary operations are accomplished with minimal disruption to peak-period commuter rail operations.

Many factors impact costs, therefore the actual operating allocations per line vary. For example, the Orange County, San Bernardino, and Ventura County lines have high density passenger train traffic and road crossings. Conversely, the River Corridor segment of tracks (both sides of the Los Angeles River from Redondo Junction on the south to CP (Control Point) Taylor on the north), carries heavy freight in addition to the passenger train traffic (including all SCRRA non-revenue movements in and out of the CMF). The Antelope Valley Line is a high curve and grade territory, which equates to an increased maintenance and inspection effort. The Ventura County line has light to moderate curves and grades, but older signal and grade crossing warning systems which require an increase level of maintenance and repairs and less time for preventative maintenance efforts.

### **5.4.3 MOW Expenditure Components**

The MOW category includes six primary cost areas. Totals by area and line segments are shown on Exhibit 5.4 and Exhibit 5.5.

Track includes MOW contractor costs of labor, equipment and some of the materials required to perform inspections mandated by the FRA, as well as additional special inspections and routine maintenance of SCRRA track.

Signal & Communications and Train Control Systems includes Signal and Communications contractor costs of labor, required to perform inspections mandated by the FRA, routine maintenance of the SCRRA signal and communications systems, and special inspections due to equipment damage or failures resulting from outside sources.

Structures includes MOW contractor costs of labor, equipment and some of the materials required to perform inspections mandated by the FRA, as well as additional special inspections and routine maintenance of SCRRA bridges, tunnels and other structures.

Procurement includes payments for items utilized in repair of track, signals, grade crossing warning and communication systems, or structures which are allocated to segments and counties based on track miles.

Agency Costs include SCRRA labor, overhead and non-labor costs allocated to the MOW budget that are subsequently allocated to specific line segments based on track miles.



Other Costs include payments for PTC elements, vegetation control, vehicle and equipment expense, rail flaw detection and engineering, which are also allocated to segments and counties based on track miles.

#### **5.4.4 MOW Net Revenue, Expenditure and Member Agency Funding**

Total FY2020-21 MOW expenditures are projected at \$47.0 million and are funded by SCRRA generated MOW revenue and Member Agency subsidies. These costs and revenues are allocated over operating lines and Member Agencies. Exhibit 5.3 FY2020-21 Maintenance-of-Way Expenditures and Revenue Offsets shows the Operating and Non-Operating line allocation.

#### **5.4.5 MOW Projections by Line Segment**

The FY2020-21 MOW Line Segment Budget of \$47.7 million is allocated across the various line segments of SCRRA. These include the following segments:

- Los Angeles – San Bernardino
- Los Angeles – Ventura (Burbank Junction to Moorpark)
- Los Angeles – Lancaster
- Fullerton – San Diego County Line
- Olive Subdivision
- Riverside – Layover Facility
- River Corridor
- Perris Valley
- Short Way

Non-Operating line segments include

- Irwindale – Claremont (Pasadena Subdivision)
- Rialto Sub (San Bernardino County)
- Shortway Subdivision,
- Redlands 1<sup>st</sup> Mile
- Redlands Subdivision 1+

## Maintenance-of-Way

(000's)	FY2020-21	
Operating Lines - MOW	\$	44,247
Non-Operating Lines		2,364
Total Line Segments		46,611
Extraordinary Maintenance		1,050
<b>MOW Budgeted Expenses</b>	<b>\$</b>	<b>47,662</b>

*Numbers may not foot due to rounding.*

### **NOTES:**

Includes both MOW - Line Segments and Extraordinary MOW

Exhibit 5.4 FY2020-21 Maintenance-of-Way Expenditures by Line Segment / Territory – Operating Lines and Extraordinary and Exhibit 5.5 FY2020-21 Maintenance-of-Way Expenditures by Line Segment / Territory – Non-Operating Lines and Total show the allocation for MOW expenditures by line segment and Member Agency.

### **5.4.6 Extraordinary MOW**

Extraordinary MOW covers damages from vandalism, theft, crossing gate knockdowns, accidents, derailments, fires, storm damage, and other expenses related to prompt restoration following accidents or disasters. Short-term repairs are typically followed by permanent repairs. Repairs to restore the location and system to industry standards and compliance with current engineering standards and design criteria (i.e. a wooden bridge would be replaced with a steel/concrete bridge). Thus, funds are not used to rebuild obsolete infrastructure. Repair is complete when the replacement structure material matches the existing material (i.e., if the surrounding track has concrete ties, then the repair would not be complete until replacement concrete ties are installed).

Repairs to the signal and grade crossing warning and communications systems are made to be compliant with current FRA/CPUC regulatory requirements in addition to engineering and safety standards. Thus, maintaining system safety and reliability and enhancing the operational flexibility to achieve consistent system operations. Rehabilitation of signal, grade crossing warning and communications equipment and systems are made with consideration to current technologies, standards, and industry best practices.

Reimbursement for expenditures is sought from a responsible party if responsible party is identifiable (e.g. derailment caused by freight railroad or damage caused by a motorist covered with insurance). The Authority will also look to emergency funding (e.g. FEMA). After deductibles, SCRRRA insurance coverage may reimburse the Authority for expenditure costs.

## **5.5 Insurance and Legal Expense**

This category includes insurance premiums for Property, Liability, and Auto, in addition to claims, self-insurance costs and claims administration. In FY2020-21, Insurance and Legal total expenses of \$15.0 million have increased by \$0.8 million or 5.7% from the FY2019-20 Budget. This increase is due to higher Insurance Premiums.

## **5.6 Exhibits**

**Exhibit 5.1: FY2020-21 Service Assumptions** details the operating service assumptions for weekday, Saturday and Sunday trains by operating line. FY2020-21 includes 108 weekday trains and 88 weekend trains.

**Exhibit 5.2: FY 2017-18 to FY2020-21 Service Train Miles** provides revenue train miles by operating line with annual actuals for FY2016-17, FY2017-18, and budget costs for FY2019-20 and FY2020-21.

**Exhibit 5.3: FY2020-21 MOW Expenditures and Revenue Offsets** provides projections of MOW expenditures and funding sources. The revenues and expenditures are allocated by territory and Member Agency.

**Exhibit 5.4: FY2017-18 to FY2020-21 MOW Expenditures by Line Segment / Territory – Operating Lines** provides the cost of MOW for operating lines allocated across operating lines and Member Agencies with annual actuals for FY2016-17, FY2017-18, and budget costs for FY2019-20 and FY2020-21.

**Exhibit 5.5: FY2017-18 to FY2020-21 MOW Expenditures by Line Segment / Territory – Non-Operating Lines and Total including Extraordinary** provides the cost of MOW for non-operating lines and the total costs including Extraordinary allocated across operating lines and Member Agencies with annual actuals for FY2016-17, FY2017-18, and budget costs for FY2019-20 and FY2020-21.

**Exhibit 5.1 FY2020-21 Service Assumptions**

	Number of Trains		
	Weekday	Saturday	Sunday
<b>San Bernardino Line</b>			
San Bernardino Downtown-LAUS	28	18	14
San Bernardino Depot-LAUS	2		
<b>Ventura County Line</b>			
Chatsworth-LAUS	2		
Moorpark-LAUS	8		
East Ventura-LAUS	4		
<b>Antelope Valley Line</b>			
Lancaster-LAUS	16	12	12
<b>Riverside Line</b>			
Riverside-LAUS	7		
<b>91/Perris Valley Line</b>			
Riverside-LAUS	2		
South Perris-LAUS	8	4	4
<b>Orange County Line</b>			
Irvine-LAUS	3		
Laguna Niguel-LAUS	4		
Oceanside-LAUS	10	8	8
<b>IEOC Line</b>			
San Bernardino Downtown-Irvine	1		
San Bernardino Downtown-Laguna Niguel	4		
San Bernardino Downtown-Oceanside	3	4	4
Riverside-Laguna Niguel	5		
Riverside-Oceanside	1		
<b>Total</b>	<b>108</b>	<b>46</b>	<b>42</b>

## Exhibit 5.2 FY2017-18 to FY2020-21 Service Train Miles

Line	FY2017-18 ACTUALS	FY2018-19 ACTUALS	FY2019-20 BUDGET <sup>(1)</sup>	FY2020-21 BUDGET	VARIANCE FY2020-21 VS. FY2019-20	
					MILES	%
San Bernardino Line	662,222	717,583	682,246	621,222	(61,023)	(8.9%)
Ventura County Line	246,334	310,460	254,251	215,169	(39,082)	(15.4%)
Antelope Valley Line	604,943	266,568	614,255	533,561	(80,693)	(13.1%)
Riverside Line	198,215	188,209	195,922	172,308	(23,614)	(12.1%)
91/Perris Valley Line	229,354	479,528	284,005	298,673	14,667	5.2%
Orange County Line (incl MSEP)	536,236	556,912	585,593	550,255	(35,338)	(6.0%)
Inland Empire/Orange County Line	341,863	361,047	342,299	327,422	(14,877)	(4.3%)
<b>Total Service Train Miles</b>	<b>2,819,167</b>	<b>2,880,307</b>	<b>2,958,571</b>	<b>2,718,610</b>	<b>(239,961)</b>	<b>(8.1%)</b>

*Numbers may not foot due to rounding.*

**NOTES:**

(1) San Bernardino Line and Inland Empire/Orange County Line have been extended to San Bernardino Downtown

\* Service Train Miles: all train miles including deadheads and reallocation miles

### Exhibit 5.3 FY2020-21 MOW Expenditures and Revenue Offsets

Line Segment/Territory	METRO	OCTA	RCTC	SBCTA	VCTC	FY2020-21 BUDGET
<b>Operating Lines</b>	\$ 6,403	\$ 2,631	\$ 692	\$ 1,366	\$ 518	\$ 11,610
LA - San Bernardino	419	-	-	1,366	-	1,785
LA - Ventura (Burbank Jct to Moorpark)	789	-	-	-	518	1,307
LA - Lancaster	3,551	-	-	-	-	3,551
Fullerton - San Diego County Line	-	2,436	-	-	-	2,436
Olive Subdivision	-	195	-	-	-	195
River Corridor	1,644	-	-	-	-	1,644
Perris Valley	-	-	692	-	-	692
<b>Non-Operating Lines</b>	<b>1,087</b>	-	-	<b>264</b>	-	<b>1,351</b>
Sierra Madre - Claremont (Pasadena Sub)	1,087	-	-	-	-	1,087
Redlands Sub MP1+	-	-	-	230	-	230
<b>Total</b>	<b>\$ 7,490</b>	<b>\$ 2,631</b>	<b>\$ 692</b>	<b>\$ 1,630</b>	<b>\$ 518</b>	<b>\$ 12,960</b>

#### Net Subsidy Allocation (000's)

Line Segment/Territory	METRO	OCTA	RCTC	SBCTA	VCTC	FY2020-21 BUDGET
<b>Operating Lines</b>	\$ 17,623	\$ 7,031	\$ 2,525	\$ 4,112	\$ 2,396	\$ 33,688
LA - San Bernardino <sup>(1)</sup>	4,203	-	-	2,970	-	7,173
LA - Ventura (Burbank Jct to Moorpark) <sup>(2)</sup>	2,627	-	-	-	1,919	4,547
LA - Lancaster	5,563	-	-	-	-	5,563
Fullerton - San Diego County Line	1,108	4,492	774	149	-	6,523
Olive Subdivision	-	512	247	47	-	806
Riverside Layover Facility <sup>(3)</sup>	68	28	61	15	-	172
River Corridor <sup>(4)</sup>	2,665	1,111	623	808	404	5,611
Perris Valley	772	738	720	12	-	2,241
Extraordinary Maintenance <sup>(5)</sup> (Storm Damage, Vandalism, Gate Knockdowns)	615	150	100	112	73	1,050
<b>Non-Operating Lines</b>	<b>269</b>	<b>117</b>	<b>56</b>	<b>572</b>	-	<b>1,014</b>
Sierra Madre - Claremont (Pasadena Sub)	144	-	-	-	-	144
Rialto Sub (San Bernardino Co.)	-	-	-	417	-	417
Shortway Sub	125	117	56	99	-	397
Redlands 1st Mile	-	-	-	126	-	126
<b>Total</b>	<b>\$ 17,892</b>	<b>\$ 7,148</b>	<b>\$ 2,582</b>	<b>\$ 4,684</b>	<b>\$ 2,396</b>	<b>\$ 34,701</b>

#### Total Expenditure Forecast (000's)

Line Segment/Territory	METRO	OCTA	RCTC	SBCTA	VCTC	FY2020-21 BUDGET
<b>Operating Lines</b>	\$ 24,026	\$ 9,662	\$ 3,217	\$ 5,478	\$ 2,914	\$ 45,297
LA - San Bernardino	4,622	-	-	4,336	-	8,958
LA - Ventura (Burbank Jct to Moorpark)	3,417	-	-	-	2,438	5,854
LA - Lancaster	9,114	-	-	-	-	9,114
Fullerton - San Diego County Line	1,108	6,928	774	149	-	8,959
Olive Subdivision	-	706	247	47	-	1,001
Riverside Layover Facility	68	28	61	15	-	172
River Corridor	4,309	1,111	623	808	404	7,255
Perris Valley <sup>6</sup>	772	738	1,412	12	-	2,933
Extraordinary Maintenance (Storm Damage, Vandalism, Gate Knockdowns)	615	150	100	112	73	1,050
<b>Non-Operating Lines</b>	<b>1,355</b>	<b>117</b>	<b>56</b>	<b>836</b>	-	<b>2,364</b>
Sierra Madre - Claremont (Pasadena Sub)	1,231	-	-	-	-	1,231
Rialto Sub (San Bernardino Co.)	-	-	-	452	-	452
Shortway	125	117	56	99	-	397
Redlands 1st Mile	-	-	-	126	-	126
Redlands Sub MP1+	-	-	-	159	-	159
<b>Total</b>	<b>\$ 25,381</b>	<b>\$ 9,779</b>	<b>\$ 3,273</b>	<b>\$ 6,314</b>	<b>\$ 2,914</b>	<b>\$ 47,662</b>

Numbers may not foot due to rounding.

#### NOTES:

- (1) MOW net subsidy split by route miles (58.60% METRO and 41.40% SBCTA)
- (2) MOW net subsidy split by train miles (57.78% METRO and 42.22% VCTC)
- (3) Net subsidy split by train miles of trains using the Riverside Layover, excluding San Diego County (39.76% METRO, 16.49% OCTA, 35.26% RCTC, and 8.50% SBCTA)
- (4) Split is assumed All Share (47.5% METRO, 19.8% OCTA, 11.1% RCTC, 14.4% SBCTA, and 7.2% VCTC of cost in excess of revenues.
- (5) Allocation based on percent of route miles owned (58.58% METRO, 14.30% OCTA, 9.53% RCTC, 10.66% SBCTA, and 6.93% VCTC)
- (6) Allocation based on train miles of 91 line (26.31% METRO, 25.17% OCTA, 48.13% RCTC, 0.39% SBCTA)

## Exhibit 5.4 FY2017-18 to FY2020-21 MOW Expenditures by Line Segment/Territory – Operating Lines and Extraordinary

(000's)	FY2017-18	FY2018-19	FY2019-20	FY2020-21	FY2020-21 VS. FY2019-20	
Line Segment/Territory	ACTUALS	ACTUALS	BUDGET	BUDGET	\$	%
<b>Operating Lines</b>	<b>\$ 39,412</b>	<b>\$ 41,654</b>	<b>\$ 43,449</b>	<b>\$ 44,247</b>	<b>\$ 798</b>	<b>1.8%</b>
<b>LA - San Bernardino</b>	<b>8,338</b>	<b>8,517</b>	<b>8,790</b>	<b>8,958</b>	<b>168</b>	<b>1.9%</b>
Track	1,111	1,294	1,258	1,300	42	3.3%
Signal & Communications	2,982	3,053	3,267	3,392	126	3.9%
Structures	190	259	224	274	50	22.1%
Procurement	657	719	496	427	(69)	(14.0%)
Other	1,367	1,255	1,465	1,433	(32)	(2.2%)
Agency Costs	2,032	1,937	2,080	2,132	52	2.5%
<b>LA - Ventura (Burbank Jct to Moorpark)</b>	<b>5,496</b>	<b>5,776</b>	<b>6,209</b>	<b>5,854</b>	<b>(355)</b>	<b>(5.7%)</b>
Track	899	1,223	1,335	1,260	(75)	(5.6%)
Signal & Communications	1,609	1,741	1,806	1,576	(230)	(12.7%)
Structures	240	169	249	215	(34)	(13.8%)
Procurement	306	340	237	204	(33)	(14.0%)
Other	1,026	957	1,132	1,103	(29)	(2.6%)
Agency Costs	1,415	1,346	1,450	1,496	46	3.2%
<b>LA - Lancaster</b>	<b>8,460</b>	<b>8,350</b>	<b>8,561</b>	<b>9,114</b>	<b>553</b>	<b>6.5%</b>
Track	1,266	1,516	1,323	1,614	292	22.1%
Signal & Communications	2,355	2,524	2,435	2,671	236	9.7%
Structures	316	242	274	311	37	13.3%
Procurement	496	386	344	296	(48)	(13.9%)
Other	1,644	1,470	1,747	1,697	(50)	(2.8%)
Agency Costs	2,384	2,212	2,439	2,525	86	3.5%
<b>CRI-BURBANK JCT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>N/A</b>
Agency Costs	-	-	-	-	-	N/A
<b>Fullerton - San Diego County Line</b>	<b>7,906</b>	<b>7,835</b>	<b>8,424</b>	<b>8,959</b>	<b>535</b>	<b>6.3%</b>
Track	944	1,132	1,169	1,395	226	19.3%
Signal & Communications	3,047	3,106	3,184	3,365	181	5.7%
Structures	167	149	274	210	(64)	(23.3%)
Procurement	550	522	450	387	(63)	(14.0%)
Other	1,280	1,116	1,386	1,543	157	11.3%
Agency Costs	1,918	1,811	1,962	2,059	97	4.9%
<b>Olive Subdivision</b>	<b>829</b>	<b>1,132</b>	<b>942</b>	<b>1,001</b>	<b>59</b>	<b>6.2%</b>
Track	86	164	175	142	(33)	(18.7%)
Signal & Communications	393	577	374	536	162	43.3%
Structures	39	56	62	19	(44)	(70.0%)
Procurement	14	43	7	6	(1)	(13.8%)
Other	126	117	150	114	(36)	(24.1%)
Agency Costs	171	173	175	185	10	5.8%
<b>Riverside Layover Facility</b>	<b>75</b>	<b>97</b>	<b>224</b>	<b>172</b>	<b>(51)</b>	<b>(23.0%)</b>
Track	26	38	135	93	(42)	(31.5%)
Signal & Communications	5	5	6	5	(1)	(14.3%)
Structures	-	1	10	3	(7)	(68.1%)
Procurement	1	1	10	9	(1)	(14.0%)
Other	18	22	36	32	(4)	(12.3%)
Agency Costs	25	31	26	31	5	17.3%
<b>River Corridor</b>	<b>6,243</b>	<b>6,397</b>	<b>7,095</b>	<b>7,255</b>	<b>160</b>	<b>2.3%</b>
Track	1,198	1,327	1,448	1,542	93	6.4%
Signal & Communications	2,980	3,210	3,314	3,426	112	3.4%
Structures	34	68	164	45	(119)	(72.5%)
Procurement	493	260	427	367	(60)	(14.0%)
Other	693	685	879	904	26	2.9%
Agency Costs	845	848	862	970	108	12.5%
<b>Perris Valley</b>	<b>2,658</b>	<b>2,748</b>	<b>3,203</b>	<b>2,933</b>	<b>(270)</b>	<b>(8.4%)</b>
Track	724	668	795	625	(170)	(21.4%)
Signal & Communications	614	760	1,049	1,023	(26)	(2.5%)
Structures	160	139	111	78	(32)	(29.2%)
Procurement	123	137	92	79	(13)	(13.9%)
Other	485	492	592	517	(75)	(12.6%)
Agency Costs	\$ 552	\$ 554	\$ 565	\$ 611	\$ 46	8.1%
<b>Extraordinary Maintenance</b>	<b>\$ 594</b>	<b>\$ 801</b>	<b>\$ 712</b>	<b>\$ 1,050</b>	<b>\$ 338</b>	<b>47.5%</b>
(Derailments, Storm Damage, Gate Knockdowns, Vandalism)						

Numbers may not foot due to rounding.

**Exhibit 5.5 FY2017-18 to FY2020-21 MOW Expenditures by Line Segment/Territory – Non-Operating Lines and Total including Extraordinary**

(000's) Line Segment/Territory	FY2017-18 ACTUALS	FY2018-19 ACTUALS	FY2019-20 BUDGET	FY2020-21 BUDGET	FY2020-21 VS. FY2019-20	
					\$	%
<b>Non-Operating Lines</b>	<b>\$ 2,404</b>	<b>\$ 2,259</b>	<b>\$ 2,805</b>	<b>\$ 2,364</b>	<b>(440)</b>	<b>(15.7%)</b>
<b>Sierra Madre - Claremont (Pasa. Sub.)</b>	<b>1,184</b>	<b>1,199</b>	<b>1,234</b>	<b>1,231</b>	<b>(3)</b>	<b>(0.3%)</b>
Track	63	120	105	130	24	23.0%
Signal & Communications	430	460	430	441	11	2.5%
Structures	23	41	19	7	(12)	(62.0%)
Procurement	100	44	79	68	(11)	(14.0%)
Other	238	215	264	222	(42)	(16.1%)
Agency Costs	330	318	337	363	26	7.8%
<b>Rialto Subdivision (San Bernardino Co.)</b>	<b>366</b>	<b>356</b>	<b>491</b>	<b>452</b>	<b>(39)</b>	<b>(8.0%)</b>
Track	119	124	182	160	(22)	(12.2%)
Signal & Communications	82	87	99	108	8	8.4%
Structures	5	6	31	3	(28)	(90.9%)
Procurement	40	23	36	31	(5)	(14.0%)
Other	54	47	75	76		0.2%
Agency Costs	65	69	66	74	8	12.1%
<b>Shortway Sub</b>	<b>387</b>	<b>354</b>	<b>510</b>	<b>397</b>	<b>(114)</b>	<b>(22.2%)</b>
Track	24	44	21	65	44	211.9%
Signal & Communications	114	93	145	83	(62)	(43.0%)
Structures	15	17	74	12	(63)	(84.5%)
Procurement	12	4	3	3	()	(13.7%)
Other	81	67	124	86	(38)	(31.0%)
Agency Costs	139	129	143	149	6	4.5%
<b>Redlands 1st Mile</b>	<b>192</b>	<b>125</b>	<b>131</b>	<b>125</b>	<b>(6)</b>	<b>(4.6%)</b>
Track	(3)	(1)	-	-	-	N/A
Signal & Communications	85	20	22	19	(3)	(14.3%)
Structures	15	15	12	5	(7)	(59.0%)
Procurement	5	2	-	-	-	N/A
Other	29	28	35	32	(3)	(9.6%)
Agency Costs	60	61	61	69	8	12.6%
<b>Redlands Sub MP1+</b>	<b>277</b>	<b>224</b>	<b>438</b>	<b>159</b>	<b>(278)</b>	<b>(63.6%)</b>
Track	68	49	64	-	(64)	(100.0%)
Signal & Communications	47	36	103	23	(80)	(77.8%)
Structures	4	4	62	-	(62)	(100.0%)
Procurement	16	7	16	14	(2)	(14.0%)
Other	69	54	118	39	(80)	(67.2%)
Agency Costs	\$ 72	\$ 73	\$ 74	\$ 84	\$ 10	13.9%

Line Segment/Territory	FY17-18 ACTUALS	FY2018-19 BUDGET	FY2019-20 BUDGET	FY2020-21 BUDGET	FY2020-21 VS. FY2019-20	
					\$	%
<b>Total Maintenance-of-Way</b>	<b>\$ 43,005</b>	<b>\$ 43,913</b>	<b>\$ 46,966</b>	<b>\$ 47,662</b>	<b>\$ 696</b>	<b>1.5%</b>
Track	6,526	7,697	8,010	8,325	315	3.9%
Signal & Communications	14,743	15,674	16,234	16,668	434	2.7%
Structures	1,210	1,165	1,567	1,181	(386)	(24.7%)
Procurement	2,815	2,488	2,199	1,892	(307)	(14.0%)
Other	7,111	6,525	8,004	7,797	(207)	(2.6%)
Extraordinary Maintenance	594	801	712	1,050	338	47.5%
Agency Costs	\$ 10,007	\$ 9,563	\$ 10,240	\$ 10,748	\$ 509	5.0%

Numbers may not foot due to rounding.



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SECTION 6  
**MEMBER AGENCY**  
**SUBSIDIES**

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# SOUTHERN CALIFORNIA REGIONAL RAIL AUTHORITY

## FY2020-21 BUDGET

### SECTION 6: Member Agency Subsidies

#### 6.1 Member Agency Funding

For FY2020-21, total Member Agency subsidies are fixed at \$146.4 million. This represents a decrease of \$11.1 million from the FY2019-20 Budget subsidy, a decrease of 7.0%. Total Funding required for FY2020-21 is \$217.0 million. CARES Act will provide the funding shortfall of \$70.6 million.

(000's)	FY2016-17	FY2017-18	FY2018-19	FY2019-20	FY2020-21
	<u>ACTUALS</u> <sup>(1)</sup>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>BUDGET</u>	<u>BUDGET</u>
Subsidy	\$ 129,498	\$ 134,818	\$ 142,949	\$ 157,445	\$ 146,381
CARES Act Funding	-	-	-	-	70,627
<b>Total</b>	<b>\$ 129,498</b>	<b>\$ 134,818</b>	<b>\$ 142,949</b>	<b>\$ 157,445</b>	<b>\$ 217,008</b>
% Change from prior year	1.8%	4.1%	6.0%	10.1%	37.8%

Federal Funds for Operations:

A. CMAQ	N/A	\$ 3,201	\$	2,925	\$	3,007	\$	2,921
B. Preventive Maintenance	N/A	\$ 24,584	\$	24,017	\$	21,806	\$	22,644
Net after Federal Funds		\$ 107,033	\$	116,007	\$	132,633	\$	191,443

- A. Congestion Mitigation Air Quality (CMAQ) – Effective beginning FY2016-17, CMAQ funds have been made available which can be used for new transportation services on new routes, or expanded services on existing routes for up to five years from the start of service.
- B. Federal formula funds from the Federal Transit Administration (FTA) - Beginning in FY2017-18 FTA formula funds have been made available for eligible Preventive Maintenance activities such as vehicle maintenance, and maintenance-of-way in Metrolink's operating budget. FTA Section 5307 and Section 5337 funds will be provided for Preventive Maintenance in FY2019-20 and FY2020-21.

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**FISCAL YEAR**  
**2020-2021**  
Adopted Budget

SECTION 7

# **CAPITAL PROGRAM BUDGET**

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# **SOUTHERN CALIFORNIA REGIONAL RAIL AUTHORITY**

## **FY2020-21 BUDGET**

### **SECTION 7: Capital Program Budget**

#### **7.1 Introduction**

SCRRA's priority is to provide a safe, reliable, and efficient operation. A comprehensive assessment of SCRRA's infrastructure was performed to determine the budgetary impact of the Capital Program.

The Capital Program Budget consists of two major components totaling \$397.1 million: SCRRA's Rehabilitation program and New Capital programs. These budgets total \$238.0 million and \$159.1 million, respectively.

Rehabilitation projects were prioritized and selected based on keeping our assets in a State of Good Repair (SOGR) to maximize safety and ensure customer service reliability. In the event where unexpected high priority needs arise that will compromise safety and reliability due to changed conditions, SCRRA will submit a recommendation to the Board to reprogram and reallocate the funds approved for another rehabilitation project considered to be of lesser priority to fund the high priority need.

Both the Rehabilitation and New Capital budgets include projects authorized in prior years but are still in process as of the end of a fiscal year (Carryover Projects), as well as new projects for which new authority is requested in FY2020-21.



	<b>FY2020-21</b>
<b>CARRYOVER</b>	
<b><u>Rehabilitation</u></b>	
Member Agency Rehabilitation	\$ 162,041
Other Funding Sources	\$ 21,619
Subtotal Rehabilitation Carryover	<u>\$ 183,660</u>
<b><u>New Capital</u></b>	
Member Agency New Capital	\$ 53,513
Other Funding Sources	\$ 105,639
Subtotal New Capital Carryover	<u>\$ 159,152</u>
<b>Total FY2020-21 Capital Program Carryover</b>	<b><u>\$ 342,812</u></b>
<b>NEW AUTHORITY</b>	
<b><u>Rehabilitation</u></b>	
Member Agency Rehabilitation	\$ 53,496
Other Funding Sources	\$ 839
Subtotal Rehabilitation New Authority	<u>\$ 54,335</u>
<b><u>New Capital</u></b>	
Member Agency New Capital	\$ -
Other Funding Sources	\$ -
Subtotal New Capital New Authority	<u>\$ -</u>
<b>Total FY2020-21 Capital Program New Authority</b>	<b><u>\$ 54,335</u></b>
<b>Grand Total FY2020-21 Capital Program</b>	<b><u>\$ 397,147</u></b>

*Numbers may not foot due to rounding.*

In addition to the daily management of our core business of mass transit at the most efficient level, including Rehabilitation and New Capital Projects as described, Metrolink provides services to complete projects or provide consulting assistance to Third-Parties. The largest of these projects are frequently performed for our Member Agencies. Third-Party projects completed and closed in FY2018-19 are detailed in Exhibit 7.1, in the total amount of \$9.5 million.

Various Third-Party Projects were underway in FY2019-20. The exact amount is not available at this time as the fiscal year end has not yet been completed. However, based on historical data, we plan to complete approximately \$10 million in Third-Party Projects each year.

## **7.2 Rehabilitation Program**

Rehabilitation projects are those that extend the useful life of existing capital assets through activities such as the replacement of worn ties and rail, worn or outdated signal system components, tunnels, bridges and culverts, rolling stock components, and midlife overhaul of rail cars and locomotives.

Rehabilitation projects may also replace worn-out, functionally obsolete, and commercially non-viable assets. These assets are replaced, repaired or otherwise modified with new assets that preserve and extend the useful life of these capital assets. Rehabilitation projects and programs are also known as “State of Good Repair” or “Capital Reinvestment”.

In 2012, Congress enacted a federal transportation program known as *Moving Ahead for Progress in the 21st Century* (MAP-21). This legislation replaced section 5309 Rail Modernization formula funds with section 5337 funds specifically for SOGR projects, underscoring the federal government’s commitment to maintaining transportation infrastructure. MAP-21 contains Transit Asset Management (TAM) provisions requiring transit agencies that receive federal transportation funds to develop and implement TAM Plans. A TAM Plan was adopted by the SCRRRA Board in December 2016 which is compliant with MAP-21.

### **7.2.1 Metrolink Rehabilitation Plan (MRP)**

The FY2020-21 Capital Program Rehabilitation Budget was developed based on the following steps and in conjunction with the MRP.

The MRP was created in fulfillment of the TAM requirement for a Rehabilitation Plan and addresses requests by the Member Agencies and the Metrolink Board for a long-range (20 to 25-year) forecast of the Authority’s SOGR needs so that Member Agencies, the Authority, and others could develop long range financial programming to address critical SOGR needs.

The MRP achieves this by addressing two critical elements:

- Backlog - Total cost of renovating SCRRRA assets to achieve a current State of Good Repair
- SOGR - Annual cost of keeping SCRRRA assets in a State of Good Repair transform

### **7.2.2 Budget Development**

As in previous years, early drafts of the FY2020-21 Rehabilitation budget utilized the MRP and backlog drawdown strategy. After meetings with the Member Agencies, the request for funding was revised to reflect the current funding capacity of the Member Agencies. At a future date, a revised MRP will be shared along with a Strategic Business Plan. These plans will address long term funding strategies.

### **7.2.3 Programmatic Approach**

#### **Methodology**

Each asset owner identified the most critical, highest priority projects and provided descriptions and estimated costs.

#### **Benefits**

The MRP addresses funding rehabilitation programs rather than individual projects.

The benefits of this programmatic approach in budget development allows Metrolink to:

- Take advantage of economies of scale for procurement purposes and project scope.
- Construct multiple components of the work under one contract.
- Improve project delivery.
- Effectively maximize the capital investments made by Member Agencies.

The benefits of the programmatic approach in project delivery allow Metrolink staff to:

- Make changes to individual projects based on funding constraints.
- Adapt to changing field conditions, be more sheltered from price escalation, and be able to provide more efficient and cost-effective delivery.

The benefits of the programmatic approach in fiscal planning include the ability to better:

- Project of future investments needed for the SOGR at a macro level.
- Estimate cash flow information at a macro level to assist with multi-year forward planning and fiscal forecast.

To ensure SCRRA gains the full benefits outlined above, the Programmatic Approach to budget development will be strictly adhered to in future budget cycles to develop both the annual budget and forecast projections.

### **7.2.4 Railroad Rehabilitation Cycles**

Railroad infrastructure deteriorates due to traffic, time, environmental conditions (weather) and wear. Railroad infrastructure, especially systems hardware and software, with time can become functionally obsolete or unsupported. At minimum, a Rehabilitation program is required to overcome this deterioration and maintain a SOGR. A Rehabilitation program typically incorporates state-of-the-art or state-of-the-industry components to support service levels and replace older designs, resulting in reduced maintenance expense, improved operations, or improved reliability.

Rehabilitation is performed when the infrastructure has worn or deteriorated to a level that does not yet impair serviceability but are approaching end of life. Utilization of 100% of the assets' service life is dangerous and highly inefficient. It would mean replacement would be performed the first day of asset failure. This would create multiple disruptions to train service, intensive labor to replace assets, and the potential for a fatally hazardous environment. Instead, the railroad industry adopted a "cycle" of rehabilitation where groups of assets are replaced when they are nearing the end of usefulness.

## **7.2.5 Rehabilitation Elements**

### **A. Rails**

Rails are subject to head and gauge face wear, and metal fatigue due to traffic loadings, and expansion and contraction of metal resulting from changes in temperatures and corrosion. Rehabilitation and renovation of rails consists of periodic grinding to restore the original contour, replacement of welds, replacement of insulated joints, transposing rail on curves, and replacement of the entire rail when limits of wear or fatigue are reached.

### **B. Crossties**

The rail is supported on crossties of either wood or concrete. Wood ties have steel tie plates beneath the rail to spread the weight of the rail. Concrete ties have elastomeric pads to separate the steel rail from the ties. Both ties have fasteners to hold the track together, either cut or screw spikes on the wood ties, and some form of proprietary spring steel clip on concrete ties. There are 3,250 wood ties per mile, spaced at 19½ inches, and concrete ties are spaced at 24 inches, for 2,640 per mile.

#### **1. Wood Ties**

Creosote treated wood ties have a service life of between 30 and 35 years. Wood ties deteriorate by organic decay and by mechanical abrasion and crushing from the spikes and the tie plates supporting the rail. Wood ties also deteriorate faster in curves because the centrifugal force of turning trains pushes the rail and spikes. Weak ties in curves are a serious safety consideration. They are usually maintained in a cycle method whereby 25-35% (800 – 1,000 per mile) of the wood ties are replaced every 7 to 10 years, depending upon specific local conditions.

#### **2. Concrete Ties**

Concrete crossties are more resistant to wear and decay; however, they can be affected by fouled ballast. Severely fouled ballast creates an abrasive paste of rock particles, which grind away the concrete surface, which exposes the reinforcing strands and can cause the tie to break. Though concrete ties last longer than wood ties, the elastic clips and the bearing pads require changing when rail is replaced on about 10 to 12 years intervals. Concrete ties are expected to last at least 50 years.

### C. Ballast

The crushed rock ballast that supports the track deteriorates through weathering and abrasion. The fine particles eroded from the stone, plus fine soil particles that are blown or washed into the track, or migrate upward from underlying soil, cause the ballast to retain water, which has two adverse effects. The moisture degrades the ties and softens the subgrade, leading to settlement of the whole track structure.

### D. Special Track Work

Two areas of the track structure, turnouts and road crossings, have higher levels of stress and require additional investment.

#### 1. Turnouts and Crossing Diamonds

Turnouts (switches) are the special track work which diverts trains from one track to another. They consist of a set of movable “point” rails to divert the wheels, a “frog” to cross the rails, and special braces, supports, tie plates, guard rails, gauge plates, and long timber ties to support these components. Due to the impacts of wheels being steered to diverging routes by the points and of crossing the open flange way at the frog, these components require special attention. Even with careful maintenance they wear out in about ¼ of the time of the general track structure.

#### 2. Road Crossings

Road Crossings have precast concrete or rubber blocks set on top of the crossties to permit roadway vehicles to cross the rails. Because the deflection of the rails under passing trains and large trucks, there is movement in the crossing structure. This motion can cause the adjoining roadway surface to become broken or cause the track profile to become irregular and require repair. Rehabilitation of road crossings is difficult because they require detour routes for highway traffic, and halt train traffic while the crossing is under repair. Rehabilitation includes a periodic removal of the crossing surface to raise and tamp the track (at about 6-year intervals) and a complete renewal of the crossing, track, and subgrade (at about 20-year intervals).

### E. Bridges

Railroad bridges have steel, concrete, and timber elements, all of which have differing, and generally very long-life cycles. The critical elements are the timber parts: the decks and stringers. Timber elements in railroad bridges typically last 50-60 years. Since the 1980s, they have generally been replaced with concrete or steel elements.

### F. Signal, Communication, Train Traffic Control, Electrical Systems

Railroad signal, communication, train traffic control (dispatch), and electrical systems termed here as Systems generally experience wear of moving parts in equipment such as switch machines and grade crossing gate mechanisms, exposure to the environment, and have electronic and power supply components with specific lifespans. These Systems also become obsolete due to changes in

Federal regulations or in the state-of-the-art of the industry. Virtually all Systems are microprocessor, computer, or server-based and are subject to hardware and software obsolescence due to changes in technology or changes in commercial arrangements that lead to loss of support. Rehabilitation of these Systems consists of unit exchange replacement of components to avoid service disruptions or regulatory infractions, and includes replacement of outdated, or unsupported hardware and software with current industry standard hardware and software. Some components can be returned to manufacturing plants for rebuilding and reused on a cyclical basis of maintenance.

#### G. Embankment

The embankment supporting the railroad erodes under the action of rain. In cut sections, this deposits mud and silt near or in the track structure, causing water to be blocked from draining away from the track. This results in saturation of the track bed, deterioration of the ties (both wood and concrete ties are adversely affected by muddy embankments), and settlement of the track into a rough profile.

#### H. Rolling Stock

The Metrolink rolling stock fleet consists of 55 diesel locomotives (including three leased), 57 Cab Cars and 144 coach cars. Rolling stock directly affects the passenger experience and must be maintained in a SOGR to ensure safety, reliability and comfort. Rolling stock goes through regular preventative maintenance on a cyclical basis as part of normal operations. Additional rehabilitation is performed on key rail car subsystems such as the heating, ventilation, air conditioning (HVAC) system, door control systems, lighting systems and battery systems.

For depreciation purposes, SCRRA established a useful life of 30 years for revenue rolling stock. Initial locomotive and rail car purchases occurred in 1992-1993, making the vehicles 26-27 years old. To date, these vehicles have not undergone comprehensive midlife overhauls, and vehicle replacement or rebuild is necessary to prevent service degradation. Of SCRRA's 52 locomotives, 37 have exceeded the point at which a midlife overhaul should be performed. SCRRA has ordered 40 new Tier-4 locomotives, 37 of which will replace the oldest of the locomotives. By the end of FY2021 staff anticipates all 40 Tier-4 locomotives to be received and be in service or testing. The remaining 12 legacy locomotives will begin to need midlife overhauls sometime after FY2020-21. Funding will be necessary for this important effort.

#### I. Facilities

SCRRA office space, warehouses, maintenance shops and rail yards are used to operate and maintain the system. The Central Maintenance Facility (CMF) is Metrolink's largest facility and contains specialized machinery such as a wheel true machine, drop table, overhead cranes, and train wash to service and repair rail rolling stock. Yard equipment such as ground power stations, locomotive sanders, and fuel and urea dispensing systems are also critical for service. All items must be maintained in a SOGR to ensure safe and efficient operation.

## **7.2.6 Consequences of Deferred Rehabilitation**

There are five consequences of deferred maintenance:

- Reduced train speeds and headways
- Reduced operational reliability
- Higher cost of ordinary maintenance
- Regulatory fines and sanctions
- Potential accidents and loss of mission capability

The track structure has a considerable amount of redundancy. Weakness in specific elements can be carried by the stronger elements. Thus a few decayed or split wood ties, if scattered throughout the length of the track, do not cause any of these problems. However, if there are many weak ties at one location, then the track overall is weak, and the above consequences become inevitable.

Rehabilitation projects are summarized in Exhibits 7.2 and 7.3. A number of the projects will not be completed in FY2019-20 and will be carried forward into the FY2020-21. They amount to \$183.6 million and are described in the FY2020-21 Rehabilitation Carryover Projects Summary section. The new projects seeking new authority in FY2020-21 amount to \$54.3 million and are discussed in the New Rehabilitation Projects section below.

## **7.3 FY2020-21 Rehabilitation Carryover Projects**

Ongoing projects authorized in FY2019-20 or earlier that we estimate will not be completed by June 30, 2020 are shown on Exhibits 7.2 and 7.6 in summary and detail respectively. The exhibit represents staff's estimate of the outstanding authorized balance on each project as of the adoption of the FY2020-21 fiscal year budget. These estimations in no way alter the actual project authority as approved by the SCRRRA Board. Rehabilitation Carryover Projects total \$183.6 million, Member Agencies share is \$162.0 million, and the amount covered by Other funding sources is \$21.6 million.

## **7.4 FY2020-21 New Rehabilitation Projects**

New projects for Rehabilitation in FY2020-21 are depicted on Exhibits 7.3 and 7.7 in summary and detail respectively. New Rehabilitation projects total \$54.3 million.

## **7.5 FY2020-21 New Capital Carryover Projects**

New Capital Carryover projects authorized in FY2019-20 or earlier that are not anticipated to be completed prior to June 30, 2020 are depicted on Exhibit 7.4. The New Capital Carryover amount totals \$159.1 million, Member Agencies share is \$53.5 million, and the amount covered by Other funding sources is \$105.6 million.

## 7.6 FY2020-21 New Capital Projects Deferred

In response to budget constraints as a result of the COVID-19 pandemic, New Capital projects for FY2020-21 were deferred to future years.

## 7.7 Exhibits

**Exhibit 7.1: FY2018-19 Third-Party Projects Summary** lists completed projects for Third-Parties.

**Exhibit 7.2: FY2020-21 Rehabilitation Carryover Projects Summary** lists Rehabilitation carryover authority by subdivision, project category and funding source.

**Exhibit 7.3: FY2020-21 Rehabilitation New Authority Projects Summary by Subdivision** lists Rehabilitation for New Authority by subdivision, project category and funding source.

**Exhibit 7.4: FY2020-21 New Capital Carryover Projects Detail** lists New Capital carryover authority by subdivision, project category and funding source.

**Exhibit 7.5: FY2020-21 New Capital New Authority Projects Detail ...FY2020-21** has no New Capital New Authority request.

**Exhibit 7.6: FY2020-21 Rehabilitation Carryover Projects Detail** provides a detailed listing of Rehabilitation carryover authority by project.

**Exhibit 7.7: FY2020-21 Rehabilitation New Authority Projects Detail** provides a detailed listing of the Rehabilitation projects for New Authority by project.

**Exhibit 7.8.1: Capital Program Summary and Cash Flow Detail – All Member Agencies** provides a capital summary and cash flow estimate for Carryover from prior years, New Authority Rehab and New Capital projects for FY2020-21.

**Exhibit 7.8.2: Capital Program Summary and Cash Flow Detail – METRO** provides a capital summary and cash flow estimate for Carryover from prior years, New Authority Rehabilitation and New Capital projects for FY2020-21.

**Exhibit 7.8.3: Capital Program Summary and Cash Flow Detail – OCTA** provides a capital summary and cash flow estimate for Carryover from prior years, New Authority Rehabilitation and New Capital projects for FY2020-21.

**Exhibit 7.8.4: Capital Program Summary and Cash Flow Detail – RCTC** provides a capital summary and cash flow estimate for Carryover from prior years, New Authority Rehabilitation and New Capital projects for FY2020-21.



**Exhibit 7.8.5: Capital Program Summary and Cash Flow Detail – SBCTA** provides a capital summary and cash flow estimate for Carryover from prior years, New Authority Rehabilitation and New Capital projects for FY2020-21.

**Exhibit 7.8.6: Capital Program Summary and Cash Flow Detail – VCTC** provides a capital summary and cash flow estimate for Carryover from prior years, New Authority Rehabilitation and New Capital projects for FY2020-21.

**Exhibit 7.8.7: Capital Program Summary and Cash Flow Detail – Other Funding Sources** provides a capital summary and cash flow estimate for Carryover from prior year, New Authority Rehabilitation and New Capital projects for FY2020-21.

**Exhibit 7.8.8: Capital Program Summary and Cash Flow Detail – All Member Agencies and Other Funding Sources** provides a capital summary and cash flow estimate for Carryover from prior year, New Authority Rehabilitation and New Capital projects for FY2020-21.

**Exhibit 7.1 FY2018-19 Third-Party Projects**

<b>PROJECT DESCRIPTION</b>	<b>TOTAL</b>
METRO GOLD LINE-FOOTHILL EXT.	881,155
PERRIS VALLEY LINE-MOU12+13	869,858
PERRIS VALLEY LINE SHERIFF	784,442
CA DOT VAN NUYS PLTFRM	716,078
SAN CLEMENTE RIP RAP-PHASE III	590,451
LADOT WOODLEY CROSSING	580,435
FTA-ASI TVM PROJECT ELEMENT	500,033
LACMTA-HIGH SPEED RAIL ACCESS	292,462
2017 RCTC 91/PVL MARKETING	223,173
2018 ANGELS EXPRESS	222,879
EMD PAYMENT OF LOCO LEASE	219,000
PROJECT STUDY RPTS LA CNTY	214,409
2017 OCTA ANGLES EXPRESS	192,929
CALTRANS-EMPIRE HOV STUDY	158,841
METRO TRANSPONDER VIDEO	149,990
CALTRANS-BUENA VISTA/VANOWEN	125,825
LAG NIGUEL MISS VIEJO STN WORK	101,204
SIKAND-NEAR OAKRIDGE DRIVE	96,913
ALLOCATION REVIEW	90,049
LOSSAN ROW SLOPE STABILIZATION	79,872
MANHOLE REHAB RED HILL AVE	77,343
VENT VC ARROYO SIMI STUDY	71,865
2016 ANGELS EXPRESS TRAIN	71,677
MAINT REDLANDS SUBDIV MP0-MP4	67,322
2017 AUTO SPEEDWAY	66,169
SURVEY/MAP BRIGHTON/ROXFORD	63,644
SEWER UTILITIES PROECTION	62,997
MOORPARK TO BURBANK FO PROJECT	61,864
SITE/PLAN REVIEW SULLY MILLER	61,488
2016 RCTC FESTIVAL OF LIGHTS	48,165
HNTB SJ CAP RAIL SIDE PASSING	46,654
2016 LA RAMS - AV LINE	44,286
SPRINT-ANNUAL ROE AGREEMENT	44,226
2nd MAINLINE TRK RIALTO/SANBER	39,853
SUSAN PASSRD BRIDGE RR IN SIMI	35,079
2016 LA RAMS - SNB LINE	32,988
IRWD CAP SEWER IMPVMNT PLAN	32,245
ELYSIAN VIADUCT OH	31,933
2016 LA RAMS - PV LINE	31,856
TETRA-PETERS CANYON PROJ	30,078

**Exhibit 7.1 FY2018-19 Third-Party Projects (continued)**

<b>PROJECT DESCRIPTION</b>	<b>TOTAL</b>
UPRR MAINT OF WAYWORK CREWS	28,593
RELOCATE TRANSMISSION POLES	27,353
DESG SUP@ REDLANDS PASS. RAIL	25,776
SANTA CLARITA NEW MEDIANS	25,091
91 LINE SPECIAL SERVICE	24,120
RCTC-ETHANAC OH BRIDGE PROJECT	23,390
FJS-INSTALL FC IN CLAREMONT	21,458
14 FOOT HIGH SOUND WALL	21,439
PAALP DIG #50 & 51. IN & MNT	21,278
TVM PROGRAMMING LA RAMS	20,799
GINGERICH-FLGNG 4 AMTRK STRPG	19,322
2017 FESTIVAL OF LIGHTS	18,784
SITE/PLAN PIPELINE REVIEW	18,242
ENVIRON CORP S/P REVIEW	17,733
SUBSURFACE UTIL POTHOLING	17,107
ALLVISION-NEW BILLBOARD SIGNS	16,636
SCE ARROW HWY & WHEELER AVE	15,383
RJ TRAFFIC CONTROL ORANGE	14,484
CEDAR AVENUE STORM DRAIN	13,949
SCE REMOVE 21 POLES ANAHEIM	13,624
DEMO-S BRIDGE DEMOLITION	13,609
BPI-BORE SEWER LN IN GLENDORA	12,707
PAALP DIG #49. INSP & MAINT	12,673
SUNESYS INSTALL LINE ORANGE	11,766
UNITED FUTBOL CLUB FLAGGING	11,729
POMONA MAJOR ST RR PROJECT	11,138
S/P REVIEW-SGVALLEY WATER	10,875
IRWD 20" RECY WATER TRANS	10,638
IES -TWC FO INSTALL CHEVYCHASE	10,075
SULLYMILLER PROJ IN FONTANA	9,811
SANTA CLARITA STATION PAINTING	9,334
PAALP DIG #47. INSP & MAINT	9,328
LOS AMIGOS HS PROM TRAIN	9,259
ARB-UPGRD GAS LN IN MONTCLAIR	8,794
PAALP DIG #52. INSP & MAINT	8,561
QWEST: I-5 EMPIRE PROJECT	8,299
KGC GRANDVIEW SUBSTATION	8,247
SCE STRUCTURE REPLACEMENT	8,232
12" HDPE PIPE PERRIS	8,003
SP REVW FOR VCI-SF BIKE P2	7,994

**Exhibit 7.1 FY2018-19 Third-Party Projects (continued)**

<b>PROJECT DESCRIPTION</b>	<b>TOTAL</b>
SOLEDAD CYN BRDG MAINT	7,988
WAGNER ENG-SURVEY IN VANNUYS	7,875
AIRX-POTHOLE RR IN VANNUYS	7,874
DEMOLISH BURNT STRUCTURE	7,824
MATICH CORP RIALTO OVERLAY	7,719
PAALP DIG56 RSD/I5 CITY LA	7,689
AZ-INSTL PIPELINE IN ORANGECO	7,463
WATER MAIN REPAIR	7,375
K&B-GLASSELL & TAFT	7,022
SAFETY FENCE REHAB	6,903
SITE INVESTIGATION -GEOCON	6,882
PIPELINE RELOC PERRIS VALLEY	6,852
RCP PIPE EXTENTION CABOT RD	6,799
SCE POWER POLE PROJECT COVINA	6,749
MLK ORA SECURITY CAMERA	6,745
SCE-REPLCE TRANS LINE SOLEDAD	6,743
STREET RESURFACING HOLLENBECK	6,742
PAALP DIG #53. INSP & MAINT	6,723
EVAL SUBSURFACE SOIL GOLDLINE	6,661
PEDESTRIAN IMPVMNT -COVINA	6,599
RELC. REPL. 3AIRVAC S.BACK OSO	6,531
LAWDP-REMOVE OH FACILITIES	6,456
INSTALL F/O CABLE WHEELER AVE	6,443
2018 McDONALD COMMERCIAL	6,244
CMAC-SHELDON STREET	6,157
KANA PIPE-EXCAVATE 38 POTHOLES	6,062
WESTLAND-PIPELINE EMPIRE AVEUE	5,880
PLAN REVIEW FOR NEW TURF	5,872
REMV&RPL ASPHALT FONTANA	5,862
INSTL. WALL VALLEY. RAMONA	5,850
CRWN FENCE REPAIR @COLRADO BLV	5,688
2018 LUNAR NEW YEAR	5,617
WH SOLEDAD CIRCLE TRACK 062343	5,617
WCA - TREE MAINT IN IRVINE	5,595
SCE-REPLACE POLE IN COVINA,	5,541
RCTC SPECIAL TRN ON 12/9/2013	5,226
TRAFFIC CONTROL TAMPA AVA	5,222
SCE REPLACE 7POLES 36.27	5,148
ASPHALT PAVEMENT RECONS	5,092
GEO TECH INVS JAKES.LOST CANY.	5,002

**Exhibit 7.1 FY2018-19 Third-Party Projects (continued)**

<b>PROJECT DESCRIPTION</b>	<b>TOTAL</b>
TRAFFIC CONTROL ORANGE	4,995
ORANGE-BACKFILLING IN MVIEJO	4,943
K&B-TWC FO WORK @ ANAHEIM	4,914
CROWN VALLEY WIDENING	4,886
ICDC LANDSCAPE TECH DR IRVINE	4,719
RELOC. ML FENCE TECH.DR IRVINE	4,662
VCI PULL BOX JEFFREY RD IRVINE	4,649
MERCURY FENCE CO WEST COVINA	4,556
REPAIR TWO MANHOLES	4,530
COX POLE TRANSFER	4,517
SCE-RPR WORK IN SANTA ANA	4,514
SCE-REPLACE POLE IN SANTA ANA	4,506
FIBER OPTIC CABLE INSTALLATION	4,450
POWER POLE REPLC. GRANDV	4,428
WATER LINE UPGRADE COVINA	4,426
CICLAVIA 3/6/16	4,404
ASPHALT OVERLAY ORG& CERES	4,262
2017 LUNAR NEW YEAR	4,262
SCE REPLACE POLE VALENCIA	4,216
SCE-REPLACE POLE IN COVINA.	4,145
POTHOLE SAN FERND. BLEDSOE	4,139
SCE-REPLACE POLE IN COVINA	4,104
SAFEPROBE-POTHOLING IN BURBANK	4,088
PLAN REVIEW FOR K&B ENG.	4,044
TORO PLN RVW PALMDALE	3,932
PASSING SIDING POLE #Z29678	3,891
FREEDOM JEFFERSON ST	3,874
PAAP-INSP/REPR @ SANFERNANDO	3,864
SCE-REPLCE POLE IN SBERDINO	3,852
S/P REV FOR 30" GATE VALVE	3,845
SCE-REPLACE POLE IN FONTANA..	3,844
FREEDOM BALL RD	3,830
JASPER-BATH RR IN SANCLEMENTE	3,815
SCE- FOC XING TRKS IN S/VALLEY	3,800
TORO-ERRINGER & LOS ANGELES	3,769
SCE-REPLACE POLE IN ORANGE	3,748
OH FOC POLES BARRANCA GLENDORA	3,707
FJS-PVC CONDUIT WITHIN ROW	3,696
VCI-POLE INSTL @ SANTA CLARITA	3,676
WELL ABANDNMTS CITY OF ORANGE	3,635

**Exhibit 7.1 FY2018-19 Third-Party Projects (continued)**

<b>PROJECT DESCRIPTION</b>	<b>TOTAL</b>
SCE-REPLACE POLE IN ORANGE	3,626
SCE TURBINE PROJ IN SYLMAR	3,625
PED SAFETY GRANDVIEW SONORA	3,617
GEOTECH FIELD INVESTIGATION	3,615
UPGRADE TRAFFIC SIGNAL EQUIP	3,582
EARTH-BORINGS DEMO IN SVALLEY	3,564
IES-INST FOC IN CITYOFINDUSTRY	3,545
JGRIFFIN FOR TWC OH LINE	3,540
FLAGGING CAMINO CAPISTRANO	3,528
INSTALL OH FOC CITY POMONA	3,483
MNWD-SEWER REPR SJCAPISTRANO	3,415
INST. OH FOC POL BARRANCA	3,412
SCE-RR POLE IN MISSION VIEJO	3,383
WATERLINE WORK IN PERRIS	3,360
CONDUIT INSTALL DE SOTO KNAPP	3,352
REPLACE POLE 3800 VANOWEN ST	3,344
SCE POLE TECH DRIVE I-5 IRVINE	3,303
AT&T-ACCESS MANHOLE	3,299
INSTALL UNDERGRND FOC	3,294
PAVEMENT REHAB BONITA AVE	3,294
TEMP TRAFFIC SIGNAL AT VICTORY	3,268
O/H INSTALL HOOPER SLAUSON	3,239
DYNALECTRIC WINNETKA AVENUE	3,218
ALHAMBRA SEWER LIFT STATION 2	3,203
K&B O/H CABLE UPLAND	3,187
REHAB PIPES L.A AVE. BARNES	3,165
EMERGENCY, 17TH & LINCOLN	3,144
SCE REPLACE POLES IN ORANGE	3,122
SCGC-INSPECT GAS PIPELINE	3,032
2018 RCTC ROSE PARADE	3,027
CCTV & FIBER OPTIC LAWNDALE	3,011
SURVEYING EDNA PL & SB RD	2,994
SOIL SAMPLING BOB HOPE AIRPORT	2,970
TV FILMING PILOT AT ARTIC MLK	2,954
ANNUAL OVLAY 16-17 SOL CYN RD	2,928
GEOTECH FOR DIAZ YOURMAN'S SUB	2,921
LACSD REHAB PIPELINE CARSON	2,883
VACUUM POTHOLE	2,874
PLAN REVIEW FOR UTILITY WORK	2,849
SCE-REPLCE POLE IN MONTEBELLO	2,848

**Exhibit 7.1 FY2018-19 Third-Party Projects (continued)**

<b>PROJECT DESCRIPTION</b>	<b>TOTAL</b>
Mving Sand Huntg Bch to S.Clam	2,822
S/P REV FOR 2'" PPLN -SCGC	2,820
EMWD-INSPECT WTR NEAR PVL	2,802
EXCAVA/GRA 92 E HIGH MOORPARK	2,791
SYNERGY-UNDGRD CBL IN PALMDALE	2,730
SAN DIMAS ST IMPROV PROJ	2,710
VENTURA COUNTY BRIDGE REPAIRS	2,694
BOUNDARY SURVEY MT V BIG SPNGS	2,689
EXCEL ENGNG PLN REV MONTCLAIR	2,670
SCGC-PIPELINE IN MONTCLAIR	2,664
SCE-REPLACE 1 POLE IN COVINA	2,629
CNC ENGINEERING INDUSTRY	2,597
REPLACE POLES LINCOLN STA ANA	2,594
SCE POLES 1483039E & 4841903E	2,585
GEORGE C HOPKINS CMU WALL	2,571
NEW CREATION PLATFORM LIGHTING	2,518
SITE VISIT MGLFE PHASE 2B	2,508
REPLACE POLES 57TH ST VERNON	2,500
BRIDGE INSPECTION NEAR CITY LA	2,472
BD-FILMING IN SANTA CLARITA	2,465
K&B-JEFFERSON AVE.	2,427
POLE RPLACE RR203341625	2,425
SCE REPLACE POLE 2336415E	2,419
TREE SERVICES CITY IRVINE	2,366
ADDTL ANNUAL PAVEMENT MAINT	2,361
CBS-CSI FILMING	2,333
PLAN REVIEW FENCING REPAIR	2,287
RECONFIG OH LINE	2,281
ARIEL FINER INSTALL AT BARREL	2,241
LAKE FOREST-FRONT ST.LANDSCAPE	2,221
SCE-REPLACE POLE IN ORANGE.	2,187
I-5 COR IMPV ROCHESTER BRIDGE	2,142
ST.CLARITA.CONST.NEWHALL.RR	2,057
EDISON-VALLY CENTER/GREENHAVEN	2,041
KB ENG-SP REVIEW OH FOC	2,037
K&B O/H COMM LINE,MOORPRK	2,000
R.J. NOBLE PLN REV SANTIAGO PK	1,988
RPLC POLE RR203387074	1,978
AERO-SURVEY @ RIALTO STATION	1,972
OH FOC EL SASTRE RD CITY ACTON	1,968

**Exhibit 7.1 FY2018-19 Third-Party Projects (continued)**

<b>PROJECT DESCRIPTION</b>	<b>TOTAL</b>
PLAN REVIEW CHAPMAN UNIV	1,956
SKANSKA-GOLDLINE PHASE 2A	1,942
GAS LINE CASING PAINTING	1,930
INSTALL 6 CONDUITS ATCHISON ST	1,914
DESIGN SURVEY CITY ANAHEIM	1,897
MILITARY MOVE OVER SCRRA TRAX	1,887
SC GAS-LA BREA IN INGLEWOOD	1,885
BGB: AERIAL FLYOVER/SURVEY	1,853
PROTCT SRVY TUSTIN RANCH	1,804
TRAFFIC CONTROL 8860 VINEYARD	1,774
WAGNER ENG-SURVY IN PALMDALE	1,759
LASH NEW OH FIBER	1,681
PAALP DIG #48. INSP & MAINT	1,622
SCE REPLACE POLE RIALTO & MACY	1,576
S/P REV FOR SCE REMOVE OH LN	1,571
COLDMILL&RESURF-SANTA CLARITA	1,559
AECOM EAST KERN WATER	1,514
LADWP-TAMPA AVENUE	1,500
FENCE WALL SAN FERNANDO RD	1,477
SUN VALLEY WATERSHED PHASE I	1,448
SCE REPLACE POLE 1662246E	1,447
SCE POLE REPLACE SAN ANTONIO	1,443
SCE FILE #RR203588625	1,426
CICLAVIA 06/11/17	1,400
SCE-REPLACE POLE IN RIALTO	1,398
EQUITY-SIGNAGE REPLACEMNT	1,372
OCTA-SPECIAL TRAIN LAUS TO OC	1,357
RPL 1 WD POLE RR203445113	1,352
STREET WIDENING CHURCH STREET	1,351
AERIAL INSTALL PASADENA 9TH	1,307
AT&T SANTA ANA	1,303
PACIFIC WEST-TUJUNGA AVE.	1,297
INSTALL OF MICROWAVE ATTEN	1,293
MTA(FORD E.C.)-1800 BAKER ST.	1,276
SCE POLES 439698E & 569859E	1,258
SCE CABLE MT VERNON 4TH ST	1,254
INSTALL FENCE 500 FLOWER ST	1,244
EDISON-IRWINDALE AVENUE	1,240
BWP-ELECTRICAL @SAN FERNANDO	1,236
SCE-REPLACE POLES IN LKFOREST	1,236



**Exhibit 7.1 FY2018-19 Third-Party Projects (continued)**

<b>PROJECT DESCRIPTION</b>	<b>TOTAL</b>
FLD SURVEYS AT ML RVS STATION	1,189
VEGETATION REMOVAL	1,183
SCE POLES RIALTO AVE D ST	1,134
TRAF CONTL. BONNIE.CYPRESS	1,090
SCE POLE FRANCISQUITO & GARVEY	1,072
CIVIL SURVEY RANCHO VISTA XING	1,059
PLANT MAINT CITY SANTA ANA	1,039
FLAGGING FOR LANDSCPE MAINT	1,035
VEGETATION AVENIDA MRPARK	1,000
LADWP TOWER WORK	986
ADA ACCESS ALLEGH. & SAN FERN.	977
IRVINE EMERGENCY REPAIRS	965
RSE PHOTOS POMONA	953
RPL CORRODED TRANSFORMER	948
WEST COAST-OLYMPIC BLVD.	920
SCE REPLACE POLE MOORPARK	899
URS-MAIN ST. & AVALON BLVD.	880
SCE FILE#RR203616856	855
PHOTO SHOOT @ TUSTIN MLK	841
WEST COAST-IVY AVENUE	839
WEST COAST-LASSEN STREET	820
K&B O/H FIBR OPTC CABL	774
RETROFIT LIGHT AT POMONA N	757
K&B-McFADDEN AVE IN SANTA ANA	735
SCE, POLE REPL RR203404603	713
REMOVE INNERDUCT ALHAMBRA	696
OVERSIZED MOVEMENT LANCASTER	683
SAND CANYON TRAIL PHASE 3	683
INSTALL OH FOC CITY OF COVINA	681
OVERSIZED MOVEMENT AT ECULID	667
TORO-WORK @ 13TH &RAILROAD AVE	640
SCE TO REPLACE POLES	639
DOTY BROS-SEPULVEDA/WESTERN	620
SCE-REPLACE POLE IN PERRIS	593
CABLE MARKING-JOSHUA GRADING	592
REYNOLDS WRIGHT-SIERRA HWY	581
TAYLOR YARD SITE IMPRV PROJ	579
FOC INSTL 1ST ST CLARA	553
WEST COAST-LAUREL CANYON BLVD.	529
ROCK-AVENIDA COLONIA/CONDOR DR	498

**Exhibit 7.1 FY2018-19 Third-Party Projects (continued)**

<b>PROJECT DESCRIPTION</b>	<b>TOTAL</b>
SCE REMOVE O/H 4KV COVINA	492
SCE POLES 4171921E & 2194096E	490
SEMPRA SAFETY CLASSES 8/4/15	379
OH COMMUNICATION CITY SANBER	362
RPL POLE RR FILE RR203402523	355
OPTIMUM-AERIAL XING VINEYARD	349
UTILITY SURVEYING FOR RPRM	321
SRVYG BRIDGE 1ST,4TH,.7TH.OLYM	314
SCE-OH FIBEROPTIC CABLE	285
SCE #RR203531283/801693743	216
SCE FILE #RR203586769	215
OH RETENSION AT HYSSOP & 6TH	211
SECC-INSTALL FIBER IN S/VALLEY	199
PORTRAIT-700 E. SOUTH ST.PROJ.	174
SEMPRA TRAINING CLASSES	168
XING RR TRAX CITY POMONA	150
REPLACE ARM 19 AVE LACY ST	105
SEWER PIPE INSPECT COF TUSTIN	102
VENTURA SAFETY TRAINING	50
SCE TO REMOVE 4KV CIRCUIT	47
<b>Grand Total \$</b>	<b>9,469,334</b>

## Exhibit 7.2 FY2020-21 Rehabilitation Carryover Projects Summary

(000's)

SUBDIVISION	CATEGORY	METRO	OCTA	RCTC	SBCTA	VCTC	OTHER	TOTAL CARRYOVER
	Communication	-	706	-	-	-	-	706
	Signal	-	1,429	-	-	-	-	1,429
	Structures	-	5,407	-	307	-	-	5,715
	Track	-	1,275	66	186	21	-	1,547
<b>Orange Total</b>		-	<b>8,818</b>	<b>66</b>	<b>493</b>	<b>21</b>	-	<b>9,397</b>
	Track	-	9,218	-	-	57	-	9,276
<b>Orange &amp; Olive Total</b>		-	<b>9,218</b>	-	-	<b>57</b>	-	<b>9,276</b>
	Communication	-	-	344	-	-	-	344
	Signal	-	-	60	-	-	-	60
	Structures	-	-	58	-	-	-	58
	Track	-	-	2,538	-	-	-	2,538
<b>Parris Valley Total</b>		-	-	<b>3,001</b>	-	-	-	<b>3,001</b>
	Communication	-	7	4	5	6	-	21
	Signal	1,031	230	208	270	135	-	1,873
	Structures	450	188	105	137	68	-	948
	Track	7,619	3,176	1,780	2,310	1,155	9,435	25,474
<b>River Total</b>		<b>9,100</b>	<b>3,600</b>	<b>2,097</b>	<b>2,721</b>	<b>1,364</b>	<b>9,435</b>	<b>28,316</b>
	Communication	7	3	2	2	1	31	45
	Signal	71	29	16	21	11	407	556
	Track	183	70	39	49	27	1,547	1,916
<b>River Sub - East Bank Total</b>		<b>260</b>	<b>102</b>	<b>57</b>	<b>72</b>	<b>39</b>	<b>1,986</b>	<b>2,516</b>
	Communication	80	33	19	24	12	-	168
	Signal	1,323	552	309	401	201	-	2,786
<b>River Sub - West Bank Total</b>		<b>1,403</b>	<b>585</b>	<b>328</b>	<b>425</b>	<b>213</b>		<b>2,954</b>
	Communication	115	48	27	35	17	-	241
	Facilities	-	-	35	-	-	-	35
<b>Riverside Total</b>		<b>115</b>	<b>48</b>	<b>62</b>	<b>35</b>	<b>17</b>		<b>277</b>
	Communication	356	-	-	237	-	-	593
	Signal	5,543	-	-	3,695	-	-	9,238
	Structures	2,044	-	-	1,363	-	-	3,407
	Track	6,967	-	-	4,645	-	47	11,659
<b>San Gabriel Total</b>		<b>14,910</b>			<b>9,940</b>		<b>47</b>	<b>24,897</b>
	Facilities	426	178	100	129	-	-	832
	Signal	376	157	88	114	-	-	734
<b>Shortway Total</b>		<b>802</b>	<b>334</b>	<b>187</b>	<b>243</b>			<b>1,566</b>

## Exhibit 7.2 FY2020-21 Rehabilitation Carryover Projects Summary (continued)

(000's)

SUBDIVISION	CATEGORY	METRO	OCTA	RCTC	SBCTA	VCTC	OTHER	TOTAL CARRYOVER
	Communication	852	355	199	258	129	-	1,794
	Facilities	4,133	1,723	969	1,225	614	18	8,681
	Information Tec	499	218	124	158	79	17	1,095
	Rolling Stock	13,983	5,790	3,260	4,114	2,046	9,977	39,169
	Signal	1,031	426	230	284	153	-	2,124
	Track	1,844	769	431	559	279	-	3,882
	Vehicle	2,578	1,075	602	782	391	-	5,428
<b>Systemwide Total</b>		<b>24,921</b>	<b>10,356</b>	<b>5,815</b>	<b>7,380</b>	<b>3,691</b>	<b>10,011</b>	<b>62,174</b>
	Communication	416	-	-	-	-	-	416
	Signal	4,106	-	-	-	-	-	4,106
	Structures	2,133	-	-	-	-	3	2,137
	Track	10,438	-	-	-	-	-	10,438
<b>Valley Total</b>		<b>17,093</b>					<b>3</b>	<b>17,097</b>
	Communication	378	-	-	-	-	-	378
	Signal	342	-	-	-	-	-	342
	Structures	583	-	-	-	-	94	676
	Track	3,628	-	-	-	-	-	3,628
<b>Ventura - LA County Total</b>		<b>4,932</b>					<b>94</b>	<b>5,026</b>
	Communication	10	-	-	-	185	-	195
	Facilities	-	-	-	-	1,193	44	1,237
	Signal	-	-	-	-	3,966	-	3,966
	Structures	-	-	-	-	4,583	-	4,583
	Track	-	-	-	-	3,285	-	3,285
<b>Ventura - VC County Total</b>		<b>10</b>				<b>13,212</b>	<b>44</b>	<b>13,266</b>
	Various	3,900	-	-	-	-	-	3,900
<b>Metro Reprogrammed</b>		<b>3,900</b>						<b>3,900</b>
<b>Grand Total</b>		<b>77,444</b>	<b>33,061</b>	<b>11,613</b>	<b>21,309</b>	<b>18,614</b>	<b>21,619</b>	<b>183,660</b>

Numbers may not foot due to rounding.

### Exhibit 7.3 FY2020-21 Rehabilitation Projects New Authority Projects Summary by Subdivision

(000's)

SUBDIVISION	CATEGORY	METRO <sup>(1)</sup>	OCTA <sup>(2)</sup>	RCTC <sup>(3)</sup>	SBCTA <sup>(4)</sup>	VCTC <sup>(5)</sup>	OTHER <sup>(6)</sup>	TOTAL
	Structures	-	320	-	-	-	-	320
	Systems (Train Control)	-	317	-	-	-	-	317
<b>Olive Total</b>		-	<b>637</b>	-	-	-	-	<b>637</b>
	Structures	-	1,354	-	-	-	-	1,354
	Track	-	2,604	-	-	-	-	2,604
	Systems (Train Control)	-	1,267	-	-	-	-	1,267
<b>Orange Total</b>			<b>5,225</b>					<b>5,225</b>
	Systems (Train Control)	180	75	42	55	27	839	1,217
<b>River Sub - East Bank Total</b>		<b>180</b>	<b>75</b>	<b>42</b>	<b>55</b>	<b>27</b>	<b>839</b>	<b>1,217</b>
	Structures	173	72	40	52	26	-	364
	Track	1,132	472	265	343	172	-	2,384
<b>River Sub - West Bank Total</b>		<b>1,305</b>	<b>544</b>	<b>305</b>	<b>396</b>	<b>198</b>	-	<b>2,748</b>
	Structures	742	-	-	495	-	-	1,237
	Track	1,986	-	-	1,324	-	-	3,310
<b>San Gabriel Total</b>		<b>2,728</b>	-	-	<b>1,819</b>	-	-	<b>4,547</b>
	Structures	-	-	2,300	-	-	-	2,300
	Track	-	-	1,830	-	-	-	1,830
<b>San Jacinto (PVL) Total</b>			-	<b>4,130</b>	-	-	-	<b>4,130</b>
	Track	138	58	32	42	-	-	270
<b>SB Shortway Total</b>		<b>138</b>	<b>58</b>	<b>32</b>	<b>42</b>			<b>270</b>
	Structures	-	-	-	-	726	-	726
	Track	-	-	-	-	2,000	-	2,000
	Systems (Train Control)	-	-	-	-	1,734	-	1,734
<b>Ventura - VC County Total</b>		-	-	-	-	<b>4,460</b>	-	<b>4,460</b>
	Business Systems	888	370	208	269	135	-	1,870
	Facilities	1,629	679	381	494	247	-	3,430
	Non-Revenue Fleet	2,513	1,047	587	762	381	-	5,290
	Rolling Stock	5,078	2,117	1,187	1,540	770	-	10,691
	Track	2,375	990	555	720	360	-	5,000
	Systems (Train Control)	2,290	954	535	694	347	-	4,820
<b>Systemwide Total</b>		<b>14,773</b>	<b>6,158</b>	<b>3,452</b>	<b>4,479</b>	<b>2,239</b>	-	<b>31,101</b>
<b>FY20-21 Rehabilitation New Authority Projects</b>		<b>19,124</b>	<b>12,697</b>	<b>7,962</b>	<b>6,789</b>	<b>6,924</b>	<b>839</b>	<b>54,335</b>
<b>Total Carryovers from Prior Years</b>		<b>77,444</b>	<b>33,061</b>	<b>11,613</b>	<b>21,309</b>	<b>18,614</b>	<b>21,619</b>	<b>183,660</b>
<b>Total Rehabilitation Projects Including</b>		<b>96,569</b>	<b>45,758</b>	<b>19,574</b>	<b>28,099</b>	<b>25,538</b>	<b>22,457</b>	<b>237,995</b>

Numbers may not foot due to rounding.

**NOTES:**

- (1) Metro funding is Measure R
- (2) OCTA funding is FTA Section 5337
- (3) RCTC funding is FTA Section 5337
- (4) SBCTA funding is FTA Section 5337 and SB1 SGR
- (5) VCTC funding is FTA Section 5337 and SB1 SGR
- (6) Other funds are anticipated from UPRR for East Bank share

## Exhibit 7.4 FY2020-21 New Capital Carryover Projects

(000's)

SUBDIVISION	CATEGORY	PROJECT	METRO	OCTA	RCTC	SBCTA	VCTC	OTHER	TOTAL CARRYOVER
Olive	Track	419005	-	8,998	-	-	-	-	8,998
Orange	Facilities	419001	-	133	-	-	-	-	133
Orange	Signal	418003	-	-	-	-	-	772	772
Orange	Structures	419004	-	17,578	-	-	-	20,684	38,262
Perris Valley	Communications	419002	-	-	118	-	-	-	118
River	Signal	420001	146	-	206	69	-	-	421
River	Track	418005 <sup>(1)</sup>	485	-	80	104	-	52	721
Riverside	Structures	419003	-	-	147	-	-	-	147
San Gabriel	Communications	418004	-	-	-	7,743	-	-	7,743
Systemwide	Communications	418001	-	-	-	-	-	4,214	4,214
Systemwide	Communications	420002	-	-	-	-	-	2,407	2,407
Systemwide	Communications	450121	-	-	-	-	-	35	35
Systemwide	Communications	450122	-	-	-	-	-	14	14
Systemwide	Communications	450123	-	-	-	-	-	56	56
Systemwide	Facilities	620002	-	-	-	-	-	3,048	3,048
Systemwide	Facilities	620003	507	211	118	154	77	-	1,067
Systemwide	IT	450110	-	-	-	-	-	1,001	1,001
Systemwide	IT	618001	7,056	1,301	2,600	2,145	3,434	657	17,194
Systemwide	IT	618002	-	-	-	-	-	88	88
Systemwide	Rolling Stock	613005 <sup>(1)</sup>	-	-	-	-	-	50,471	50,471
Systemwide	Rolling Stock	616002 <sup>(1)</sup>	-	-	-	-	-	8,776	8,776
Systemwide	Rolling Stock	616003	-	-	-	-	-	6,123	6,123
Systemwide	Security	416001	-	-	-	-	-	1,581	1,581
Systemwide	Security	416002	-	-	-	-	-	43	43
Systemwide	Security	417001	-	-	-	-	-	2,388	2,388
Systemwide	Signal	620001	49	20	11	15	7	-	103
Systemwide	Track	409006	-	-	-	-	-	375	375
Valley	Structures	418006	-	-	-	-	-	2,855	2,855
<b>Grand Total</b>			<b>8,243</b>	<b>28,242</b>	<b>3,281</b>	<b>10,229</b>	<b>3,518</b>	<b>105,639</b>	<b>159,152</b>

Numbers may not foot due to rounding.

**NOTE:**

(1) Projects part of the ROTEM Settlement

**Exhibit 7.5 FY2020-21 New Capital New Authority Projects**

**FY2020-21 has no New Capital New Authority requests.**

## Exhibit 7.6 FY2020-21 Rehabilitation Carryover Projects Detail

(000's)

SUBDIVISION	CATEGORY	PROJECT	METRO	OCTA	RCTC	SBCTA	VCTC	OTHER	TOTAL CARRYOVER
Orange	Communications	519640	-	123	-	-	-	-	123
Orange	Communications	520640	-	584	-	-	-	-	584
Orange	Signal	516631	-	66	-	-	-	-	66
Orange	Signal	516640	-	32	-	-	-	-	32
Orange	Signal	519630	-	1,332	-	-	-	-	1,332
Orange	Structures	515105	-	613	-	98	-	-	711
Orange	Structures	515106	-	-	-	14	-	-	14
Orange	Structures	516620	-	4	-	-	-	-	4
Orange	Structures	516621	-	1,338	-	-	-	-	1,338
Orange	Structures	517620	-	145	-	-	-	-	145
Orange	Structures	518620	-	173	-	196	-	-	369
Orange	Structures	519621	-	826	-	-	-	-	826
Orange	Structures	520620	-	2,309	-	-	-	-	2,309
Orange	Track	516610	-	-	2	-	-	-	2
Orange	Track	516611	-	-	-	59	21	-	79
Orange	Track	517610 <sup>(1)</sup>	-	687	63	127	-	-	877
Orange	Track	518630	-	121	-	-	-	-	121
Orange	Track	591902	-	467	-	-	-	-	467
Orange & Olive	Track	519510	-	2,126	-	-	57	-	2,183
Orange & Olive	Track	519520	-	79	-	-	-	-	79
Orange & Olive	Track	520610	-	7,013	-	-	-	-	7,013
Parris Valley	Communications	516940	-	-	5	-	-	-	5
Parris Valley	Communications	519940	-	-	34	-	-	-	34
Parris Valley	Communications	520940	-	-	305	-	-	-	305



## Exhibit 7.6 FY2020-21 Rehabilitation Carryover Projects Detail (continued)

(000's)

SUBDIVISION	CATEGORY	PROJECT	METRO	OCTA	RCTC	SBCTA	VCTC	OTHER	TOTAL CARRYOVER
Parris Valley	Signal	516930	-	-	60	-	-	-	60
Parris Valley	Structures	519911	-	-	58	-	-	-	58
Parris Valley	Track	519910	-	-	2,538	-	-	-	2,538
River	Communications	514037	-	7	4	5	6	-	21
River	Signal	519730 <sup>(1)</sup>	1,031	230	208	270	135	-	1,873
River	Structures	519020	450	188	105	137	68	-	948
River	Track	519710 <sup>(1)</sup>	4,987	2,079	1,165	1,512	756	-	10,500
River	Track	519711	941	392	220	285	143	-	1,980
River	Track	519712	1,671	696	390	507	253	-	3,518
River	Track	591806	-	-	-	-	-	9,435	9,435
River	Track	592711	20	8	5	6	3	-	42
River Sub - East Bank	Communications	519741	7	3	2	2	1	31	45
River Sub - East Bank	Signal	517731 <sup>(1)</sup>	17	7	4	5	3	77	112
River Sub - East Bank	Signal	519731	52	22	12	16	8	243	352
River Sub - East Bank	Signal	519733	2	1	-	1	-	87	91
River Sub - East Bank	Track	515144 <sup>(1)</sup>	22	3	2	-	3	34	64
River Sub - East Bank	Track	515160 <sup>(1)</sup>	7	3	2	2	1	50	65
River Sub - East Bank	Track	517712 <sup>(1)</sup>	119	50	28	36	18	556	807
River Sub - East Bank	Track	517713 <sup>(1)</sup>	13	5	3	4	2	87	114
River Sub - East Bank	Track	592712	18	7	4	5	3	804	842
River Sub - East Bank	Track	592713	4	2	1	1	1	17	25
River Sub - West Bank	Communications	519740 <sup>(1)</sup>	80	33	19	24	12	-	168
River Sub - West Bank	Signal	519732 <sup>(1)</sup>	1,323	552	309	401	201	-	2,786
Riverside	Communications	520740	115	48	27	35	17	-	241

## Exhibit 7.6 FY2020-21 Rehabilitation Carryover Projects Detail (continued)

(000's)

SUBDIVISION	CATEGORY	PROJECT	METRO	OCTA	RCTC	SBCTA	VCTC	OTHER	TOTAL CARRYOVER
Riverside	Facilities	516820	-	-	35	-	-	-	35
San Gabriel	Communications	519440	156	-	-	104	-	-	260
San Gabriel	Communications	520440	200	-	-	133	-	-	333
San Gabriel	Signal	519430	2,074	-	-	1,383	-	-	3,457
San Gabriel	Signal	520430	3,468	-	-	2,312	-	-	5,781
San Gabriel	Structures	517420	24	-	-	16	-	-	40
San Gabriel	Structures	519420	445	-	-	296	-	-	741
San Gabriel	Structures	520420	1,346	-	-	897	-	-	2,244
San Gabriel	Structures	592420	229	-	-	153	-	-	382
San Gabriel	Track	517410	10	-	-	7	-	-	17
San Gabriel	Track	519410	1,951	-	-	1,300	-	-	3,251
San Gabriel	Track	519411	729	-	-	486	-	-	1,215
San Gabriel	Track	520410	4,237	-	-	2,825	-	-	7,062
San Gabriel	Track	591802	-	-	-	-	-	47	47
San Gabriel	Track	593410	41	-	-	27	-	-	68
Shortway	Facilities	519034	426	178	100	129	-	-	832
Shortway	Signal	519033	376	157	88	114	-	-	734
Systemwide	Communications	517040 <sup>(1)</sup>	20	8	5	6	3	-	43
Systemwide	Communications	519003 <sup>(1)</sup>	615	256	144	186	93	-	1,294
Systemwide	Communications	519040 <sup>(1)</sup>	217	91	51	66	33	-	457
Systemwide	Facilities	516081	-	-	-	-	-	18	18
Systemwide	Facilities	517030 <sup>(1)</sup>	18	4	-	-	-	-	22
Systemwide	Facilities	517052 <sup>(1)</sup>	501	199	131	126	56	-	1,014
Systemwide	Facilities	519041 <sup>(1)</sup>	597	249	139	181	90	-	1,257

## Exhibit 7.6 FY2020-21 Rehabilitation Carryover Projects Detail (continued)

(000's)

SUBDIVISION	CATEGORY	PROJECT	METRO	OCTA	RCTC	SBCTA	VCTC	OTHER	TOTAL CARRYOVER
Systemwide	Facilities	519060 <sup>(1)</sup>	390	163	91	118	59	-	822
Systemwide	Facilities	519062	397	166	93	120	60	-	836
Systemwide	Facilities	519064	204	98	41	65	41	-	449
Systemwide	Facilities	519760	201	84	47	61	30	-	424
Systemwide	Facilities	520060	1,469	612	343	445	223	-	3,092
Systemwide	Facilities	520063	356	148	83	108	54	-	749
Systemwide	IT	514046	14	16	10	11	6	17	73
Systemwide	IT	519070	96	40	22	29	15	-	202
Systemwide	IT	519091	34	14	8	10	5	-	72
Systemwide	IT	519092 <sup>(1)</sup>	25	11	6	8	4	-	53
Systemwide	IT	519093 <sup>(1)</sup>	330	138	77	100	50	-	695
Systemwide	Rolling Stock	516050	-	-	-	-	-	207	207
Systemwide	Rolling Stock	517050 <sup>(1)</sup>	128	54	30	39	19	-	270
Systemwide	Rolling Stock	518050 <sup>(1)</sup>	2,399	961	561	606	303	9,769	14,598
Systemwide	Rolling Stock	519050 <sup>(1)</sup>	6,733	2,807	1,573	2,041	1,021	-	14,175
Systemwide	Rolling Stock	519051	485	202	113	147	73	-	1,020
Systemwide	Rolling Stock	519052	271	113	63	82	41	-	569
Systemwide	Rolling Stock	519053	481	203	108	147	73	-	1,013
Systemwide	Rolling Stock	519054	220	92	51	67	33	-	464
Systemwide	Rolling Stock	519055	1,653	687	383	496	238	-	3,456
Systemwide	Rolling Stock	520050	428	178	100	130	65	-	900
Systemwide	Rolling Stock	520051	599	250	140	182	91	-	1,262
Systemwide	Rolling Stock	520052	286	119	67	87	43	-	603
Systemwide	Rolling Stock	520053	299	125	70	91	45	-	631

## Exhibit 7.6 FY2020-21 Rehabilitation Carryover Projects Detail (continued)

(000's)

SUBDIVISION	CATEGORY	PROJECT	METRO	OCTA	RCTC	SBCTA	VCTC	OTHER	TOTAL CARRYOVER
Systemwide	Signal	519001 <sup>(1)</sup>	287	119	67	87	43	-	604
Systemwide	Signal	519002 <sup>(1)</sup>	170	68	29	23	22	-	311
Systemwide	Signal	519031 <sup>(1)</sup>	376	157	88	114	57	-	791
Systemwide	Signal	519032 <sup>(1)</sup>	199	83	46	60	30	-	418
Systemwide	Track	519011	79	33	19	24	12	-	167
Systemwide	Track	519012 <sup>(1)</sup>	243	101	57	74	37	-	511
Systemwide	Track	519090	544	227	127	165	82	-	1,144
Systemwide	Track	520010	451	188	105	137	68	-	950
Systemwide	Track	520011	527	220	123	160	80	-	1,110
Systemwide	Vehicle	519063 <sup>(1)</sup>	667	278	156	202	101	-	1,404
Systemwide	Vehicle	520061	461	192	108	140	70	-	970
Systemwide	Vehicle	520062	1,451	605	339	440	220	-	3,054
Valley	Communications	514018	9	-	-	-	-	-	9
Valley	Communications	519340	70	-	-	-	-	-	70
Valley	Communications	520340	337	-	-	-	-	-	337
Valley	Signal	519330	414	-	-	-	-	-	414
Valley	Signal	520330	2,237	-	-	-	-	-	2,237
Valley	Signal	520331	1,455	-	-	-	-	-	1,455
Valley	Structures	515123	-	-	-	-	-	3	3
Valley	Structures	517320	5	-	-	-	-	-	5
Valley	Structures	592320	143	-	-	-	-	-	143
Valley	Structures	592321	124	-	-	-	-	-	124
Valley	Structures	592322	148	-	-	-	-	-	148
Valley	Structures	592323	4	-	-	-	-	-	4

## Exhibit 7.6 FY2020-21 Rehabilitation Carryover Projects Detail (continued)

(000's)

SUBDIVISION	CATEGORY	PROJECT	METRO	OCTA	RCTC	SBCTA	VCTC	OTHER	TOTAL CARRYOVER
Valley	Structures	592324	81	-	-	-	-	-	81
Valley	Structures	592325	2	-	-	-	-	-	2
Valley	Structures	593320	1,626	-	-	-	-	-	1,626
Valley	Track	519310	642	-	-	-	-	-	642
Valley	Track	519320	215	-	-	-	-	-	215
Valley	Track	520310	9,384	-	-	-	-	-	9,384
Valley	Track	592310	51	-	-	-	-	-	51
Valley	Track	593310	145	-	-	-	-	-	145
Ventura - LA County	Communications	519240	9	-	-	-	-	-	9
Ventura - LA County	Communications	520240	369	-	-	-	-	-	369
Ventura - LA County	Signal	519230	342	-	-	-	-	-	342
Ventura - LA County	Structures	515129	68	-	-	-	-	94	161
Ventura - LA County	Structures	592220	357	-	-	-	-	-	357
Ventura - LA County	Structures	593220	158	-	-	-	-	-	158
Ventura - LA County	Track	519210	1,102	-	-	-	-	-	1,102
Ventura - LA County	Track	519211	72	-	-	-	-	-	72
Ventura - LA County	Track	519220	216	-	-	-	-	-	216
Ventura - LA County	Track	520210	2,228	-	-	-	-	-	2,228
Ventura - LA County	Track	592210	11	-	-	-	-	-	11
Ventura - VC County	Communications	515133	10	-	-	-	1	-	11
Ventura - VC County	Communications	520140	-	-	-	-	184	-	184
Ventura - VC County	Facilities	519160	-	-	-	-	1,035	-	1,035
Ventura - VC County	Facilities	591804	-	-	-	-	158	44	201
Ventura - VC County	Signal	514032	-	-	-	-	2	-	2

## Exhibit 7.6 FY2020-21 Rehabilitation Carryover Projects Detail (continued)

(000's)

SUBDIVISION	CATEGORY	PROJECT	METRO	OCTA	RCTC	SBCTA	VCTC	OTHER	TOTAL CARRYOVER
Ventura - VC County	Signal	517130	-	-	-	-	299	-	299
Ventura - VC County	Signal	520130	-	-	-	-	3,665	-	3,665
Ventura - VC County	Structures	515135	-	-	-	-	42	-	42
Ventura - VC County	Structures	516120	-	-	-	-	197	-	197
Ventura - VC County	Structures	519120	-	-	-	-	1,232	-	1,232
Ventura - VC County	Structures	520120	-	-	-	-	2,425	-	2,425
Ventura - VC County	Structures	592120	-	-	-	-	687	-	687
Ventura - VC County	Track	516111	-	-	-	-	16	-	16
Ventura - VC County	Track	518110	-	-	-	-	449	-	449
Ventura - VC County	Track	519130	-	-	-	-	986	-	986
Ventura - VC County	Track	520110	-	-	-	-	1,814	-	1,814
Ventura - VC County	Track	592111	-	-	-	-	20	-	20
METRO <sup>(2)</sup>	Various	TBD	3,900	-	-	-	-	-	3,900
<b>Grand Total</b>			<b>77,444</b>	<b>33,061</b>	<b>11,613</b>	<b>21,309</b>	<b>18,614</b>	<b>21,619</b>	<b>183,660</b>

Numbers may not foot due to rounding.

**NOTE:**

(1) Projects part of the ROTEM Settlement

(2) Metro Reprogrammed funding to specific projects had not yet been determined as of the development of the Carrover report.

## Exhibit 7.7 FY2020-21 Rehabilitation New Authority Projects Detail

(000's)

PROJECT DESCRIPTION	SUBDIVISION	CATEGORY	METRO	OCTA	RCTC	SBCTA	VCTC	OTHER	TOTAL
Olive Subdivision Structures Rehabilitation	Olive	Structures	-	320	-	-	-	-	320
Olive Subdivision Train Control Systems Rehabilitation	Olive	Train Control	-	317	-	-	-	-	317
Orange Subdivision Structures Rehabilitation	Orange	Structures	-	1,354	-	-	-	-	1,354
Orange Subdivision Track Rehabilitation	Orange	Track	-	2,604	-	-	-	-	2,604
Orange Subdivision Train Control Systems Rehabilitation	Orange	Train Control	-	1,267	-	-	-	-	1,267
River Subdivision Structures Rehabilitation	River Sub - West Bank	Structures	173	72	40	52	26	-	364
River Subdivision Track Rehabilitation	River Sub - West Bank	Track	1,132	472	265	343	172	-	2,384
River Subdivision Train Control Systems Rehabilitation	River - East Bank	Train Control	180	75	42	55	27	839	1,217
Perris Valley Subdivision Rehabilitation-Construction	San Jacinto (PVL)	Structures	-	-	2,300	-	-	-	2,300
Perris Valley Subdivision Rehabilitation-Design Phase	San Jacinto (PVL)	Track	-	-	1,830	-	-	-	1,830
San Gabriel Subdivision Structures Rehabilitation	San Gabriel	Structures	742	-	-	495	-	-	1,237
San Gabriel Subdivision Track Rehabilitation	San Gabriel	Track	1,986	-	-	1,324	-	-	3,310
Shortway Subdivision Track Rehabilitation	SB Shortway	Track	138	58	32	42	-	-	270
Facilities Rehabilitation	Systemwide	Facilities	1,629	679	381	494	247	-	3,430
IT San Upgrade & Rehabilitation	Systemwide	Business Systems	413	172	97	125	63	-	870
MOW Vehicles & Equipment - Replacement & Overhaul	Systemwide	Non-Revenue Fleet	2,513	1,047	587	762	381	-	5,290
Project Management System - Purchase & Implementation	Systemwide	Business Systems	475	198	111	144	72	-	1,000
Rolling Stock Rehabilitation	Systemwide	Rolling Stock	5,078	2,117	1,187	1,540	770	-	10,691
Systemwide Track Rehabilitation	Systemwide	Track	2,375	990	555	720	360	-	5,000
Systemwide Train Control Systems Rehabilitation	Systemwide	Train Control	2,290	954	535	694	347	-	4,820
Ventura (VC) Subdivision Structures Rehabilitation	Ventura - VC County	Structures	-	-	-	-	726	-	726
Ventura (VC) Subdivision Track Rehabilitation	Ventura - VC County	Track	-	-	-	-	2,000	-	2,000
Ventura (VC) Subdivision Train Control Systems Rehabilitation	Ventura - VC County	Train Control	-	-	-	-	1,734	-	1,734
<b>Total FY2020-21 Rehabilitation New Authority</b>			<b>19,124</b>	<b>12,697</b>	<b>7,962</b>	<b>6,789</b>	<b>6,924</b>	<b>839</b>	<b>54,335</b>
<b>Total Carryover from Prior Years</b>			<b>77,444</b>	<b>33,061</b>	<b>11,613</b>	<b>21,309</b>	<b>18,614</b>	<b>21,619</b>	<b>183,660</b>
<b>TOTAL Rehabilitation Projects Including Carryover</b>			<b>96,569</b>	<b>45,758</b>	<b>19,574</b>	<b>28,099</b>	<b>25,538</b>	<b>22,457</b>	<b>237,995</b>

Numbers may not foot due to rounding.

**Exhibit 7.8.1 Capital Program Summary and Cash Flow Detail  
- ALL MEMBER AGENCIES**

(000's)

CAPITAL PROGRAM	REHAB PROJECTS	NEW CAPITAL PROJECTS	TOTAL
Carryover from Prior Years	\$ 162,041	\$ 53,513	\$ 215,554
FY2020-21 New Authority	\$ 53,496	-	\$ 53,496
<b>TOTALS</b>	<b>\$ 215,538</b>	<b>\$ 53,513</b>	<b>\$ 269,051</b>

*Numbers may not foot due to rounding.*

**CAPITAL PROGRAM BUDGET SUMMARY  
ALL MEMBER AGENCIES CASH FLOW BY FISCAL YEAR**

(000's)

BUDGET FISCAL YEAR	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL
<b>Carryover from prior years</b>						
REHABILITATION	\$ 72,200	\$ 68,891	\$ 20,951	-	-	\$ 162,041
NEW CAPITAL	\$ 28,726	\$ 7,596	\$ 6,644	\$ 5,273	\$ 5,273	\$ 53,513
<b>SUBTOTAL</b>	<b>\$ 100,926</b>	<b>\$ 76,487</b>	<b>\$ 27,595</b>	<b>\$ 5,273</b>	<b>\$ 5,273</b>	<b>\$ 215,554</b>
<b>FY2020-21 New Authority</b>						
REHABILITATION	\$ 2,675	\$ 18,724	\$ 16,049	\$ 16,049	-	\$ 53,496
NEW CAPITAL	-	-	-	-	-	-
<b>SUBTOTAL</b>	<b>\$ 2,675</b>	<b>\$ 18,724</b>	<b>\$ 16,049</b>	<b>\$ 16,049</b>	<b>-</b>	<b>\$ 53,496</b>
<b>TOTAL PROJECTED CASH FLOW BY FISCAL YEAR</b>	<b>\$ 103,600</b>	<b>\$ 95,210</b>	<b>\$ 43,644</b>	<b>\$ 21,322</b>	<b>\$ 5,273</b>	<b>\$ 269,051</b>

*Numbers may not foot due to rounding.*



## Exhibit 7.8.2 Capital Program Summary and Cash Flow Detail – METRO

(000's)

CAPITAL PROGRAM	REHAB PROJECTS	NEW CAPITAL PROJECTS	TOTAL
Carryover from Prior Years	\$ 77,434	\$ 8,243	\$ 85,678
FY2020-21 New Authority	\$ 19,124	-	\$ 19,124
<b>TOTALS</b>	<b>\$ 96,559</b>	<b>\$ 8,243</b>	<b>\$ 104,802</b>
<i>Numbers may not foot due to rounding.</i>			

### CAPITAL PROGRAM BUDGET SUMMARY METRO CASH FLOW BY FISCAL YEAR

(000's)

BUDGET FISCAL YEAR	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL
<b>Carryover from prior years</b>						
REHABILITATION	\$ 33,029	\$ 33,263	\$ 11,142	-	-	\$ 77,434
NEW CAPITAL	\$ 7,809	\$ 217	\$ 217	-	-	\$ 8,243
<b>SUBTOTAL</b>	<b>\$ 40,838</b>	<b>\$ 33,480</b>	<b>\$ 11,359</b>	<b>-</b>	<b>-</b>	<b>\$ 85,678</b>
<b>FY2020-21 New Authority</b>						
REHABILITATION	\$ 956	\$ 6,694	\$ 5,737	\$ 5,737	-	\$ 19,124
NEW CAPITAL	-	-	-	-	-	-
<b>SUBTOTAL</b>	<b>\$ 956</b>	<b>\$ 6,694</b>	<b>\$ 5,737</b>	<b>\$ 5,737</b>	<b>-</b>	<b>\$ 19,124</b>
<b>TOTAL PROJECTED CASH FLOW BY FISCAL YEAR</b>	<b>\$ 41,795</b>	<b>\$ 40,174</b>	<b>\$ 17,096</b>	<b>\$ 5,737</b>	<b>-</b>	<b>\$ 104,802</b>
<i>Numbers may not foot due to rounding.</i>						

### Exhibit 7.8.3 Capital Program Summary and Cash Flow Detail – OCTA

(000's)

CAPITAL PROGRAM	REHAB PROJECTS	NEW CAPITAL PROJECTS	TOTAL
Carryover from Prior Years	\$ 33,061	\$ 28,242	\$ 61,303
FY2020-21 New Authority	\$ 12,697	-	\$ 12,697
<b>TOTALS</b>	<b>\$ 45,758</b>	<b>\$ 28,242</b>	<b>\$ 74,000</b>

*Numbers may not foot due to rounding.*

#### CAPITAL PROGRAM BUDGET SUMMARY OCTA CASH FLOW BY FISCAL YEAR

(000's)

BUDGET FISCAL YEAR	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL
<b>Carryover from prior years</b>						
REHABILITATION	\$ 16,498	\$ 12,654	\$ 3,909	-	-	\$ 33,061
NEW CAPITAL	\$ 4,450	\$ 7,022	\$ 6,224	\$ 5,273	\$ 5,273	\$ 28,242
<b>SUBTOTAL</b>	<b>20,948</b>	<b>\$ 19,675</b>	<b>\$ 10,133</b>	<b>\$ 5,273</b>	<b>\$ 5,273</b>	<b>\$ 61,303</b>
<b>FY2020-21 New Authority</b>						
REHABILITATION	\$ 635	\$ 4,444	\$ 3,809	\$ 3,809	-	\$ 12,697
NEW CAPITAL	-	-	-	-	-	-
<b>SUBTOTAL</b>	<b>\$ 635</b>	<b>\$ 4,444</b>	<b>\$ 3,809</b>	<b>\$ 3,809</b>	<b>-</b>	<b>\$ 12,697</b>
<b>TOTAL PROJECTED CASH FLOW BY FISCAL YEAR</b>	<b>\$ 21,583</b>	<b>\$ 24,119</b>	<b>\$ 13,942</b>	<b>\$ 9,082</b>	<b>\$ 5,273</b>	<b>\$ 74,000</b>

*Numbers may not foot due to rounding.*

## Exhibit 7.8.4 Capital Program Summary and Cash Flow Detail – RCTC

(000's)

CAPITAL PROGRAM	REHAB PROJECTS	NEW CAPITAL PROJECTS	TOTAL
Carryover from Prior Years	\$ 11,613	\$ 3,281	\$ 14,893
FY2020-21 New Authority	\$ 7,962	-	\$ 7,962
<b>TOTALS</b>	<b>\$ 19,574</b>	<b>\$ 3,281</b>	<b>\$ 22,855</b>

*Numbers may not foot due to rounding.*

### CAPITAL PROGRAM BUDGET SUMMARY RCTC CASH FLOW BY FISCAL YEAR

(000's)

BUDGET FISCAL YEAR	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL
<b>Carryover from prior years</b>						
REHABILITATION	\$ 5,078	\$ 5,966	\$ 569	-	-	\$ 11,613
NEW CAPITAL	\$ 2,919	\$ 258	\$ 104	-	-	\$ 3,281
<b>SUBTOTAL</b>	<b>\$ 7,997</b>	<b>\$ 6,224</b>	<b>\$ 672</b>	<b>-</b>	<b>-</b>	<b>\$ 14,893</b>
<b>FY2020-21 New Authority</b>						
REHABILITATION	\$ 398	\$ 2,787	\$ 2,388	\$ 2,388	-	\$ 7,962
NEW CAPITAL	-	-	-	-	-	-
<b>SUBTOTAL</b>	<b>\$ 398</b>	<b>\$ 2,787</b>	<b>\$ 2,388</b>	<b>\$ 2,388</b>	<b>-</b>	<b>\$ 7,962</b>
<b>TOTAL PROJECTED CASH FLOW BY FISCAL YEAR</b>	<b>\$ 8,395</b>	<b>\$ 9,011</b>	<b>\$ 3,061</b>	<b>\$ 2,388</b>	<b>-</b>	<b>\$ 22,855</b>

*Numbers may not foot due to rounding.*

## Exhibit 7.8.5 Capital Program Summary and Cash Flow Detail – SBCTA

(000's)

CAPITAL PROGRAM	REHAB PROJECTS	NEW CAPITAL PROJECTS	TOTAL
Carryover from Prior Years	\$ 21,309	\$ 10,229	\$ 31,538
FY2020-21 New Authority	\$ 6,789	-	\$ 6,789
<b>TOTALS</b>	<b>\$ 28,099</b>	<b>\$ 10,229</b>	<b>\$ 38,327</b>

*Numbers may not foot due to rounding.*

### CAPITAL PROGRAM BUDGET SUMMARY SBCTA CASH FLOW BY FISCAL YEAR

(000's)

BUDGET FISCAL YEAR	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL
<b>Carryover from prior years</b>						
REHABILITATION	\$ 9,119	\$ 9,667	\$ 2,523	-	-	\$ 21,309
NEW CAPITAL	\$ 10,082	\$ 73	\$ 73	-	-	\$ 10,229
<b>SUBTOTAL</b>	<b>\$ 19,202</b>	<b>\$ 9,740</b>	<b>\$ 2,596</b>	<b>-</b>	<b>-</b>	<b>\$ 31,538</b>
<b>FY2020-21 New Authority</b>						
REHABILITATION	\$ 339	\$ 2,376	\$ 2,037	\$ 2,037	-	\$ 6,789
NEW CAPITAL	-	-	-	-	-	-
<b>SUBTOTAL</b>	<b>\$ 339</b>	<b>\$ 2,376</b>	<b>\$ 2,037</b>	<b>\$ 2,037</b>	<b>-</b>	<b>\$ 6,789</b>
<b>TOTAL PROJECTED CASH FLOW BY FISCAL YEAR</b>	<b>\$ 19,541</b>	<b>\$ 12,117</b>	<b>\$ 4,633</b>	<b>\$ 2,037</b>	<b>-</b>	<b>\$ 38,327</b>

*Numbers may not foot due to rounding.*

## Exhibit 7.8.6 Capital Program Summary and Cash Flow Detail – VCTC

(000's)

CAPITAL PROGRAM	REHAB PROJECTS	NEW CAPITAL PROJECTS	TOTAL
Carryover from Prior Years	\$ 18,624	\$ 3,518	\$ 22,142
FY2020-21 New Authority	\$ 6,924	-	\$ 6,924
<b>TOTALS</b>	<b>\$ 25,548</b>	<b>\$ 3,518</b>	<b>\$ 29,066</b>

*Numbers may not foot due to rounding.*

### CAPITAL PROGRAM BUDGET SUMMARY VCTC CASH FLOW BY FISCAL YEAR

(000's)

BUDGET FISCAL YEAR	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL
<b>Carryover from prior years</b>						
REHABILITATION	\$ 8,475	\$ 7,340	\$ 2,809	-	-	\$ 18,624
NEW CAPITAL	\$ 3,466	\$ 26	\$ 26	-	-	\$ 3,518
<b>SUBTOTAL</b>	<b>\$ 11,941</b>	<b>\$ 7,366</b>	<b>\$ 2,835</b>	<b>-</b>	<b>-</b>	<b>\$ 22,142</b>
<b>FY2020-21 New Authority</b>						
REHABILITATION	\$ 346	\$ 2,424	\$ 2,077	\$ 2,077	-	\$ 6,924
NEW CAPITAL	-	-	-	-	-	-
<b>SUBTOTAL</b>	<b>\$ 346</b>	<b>\$ 2,424</b>	<b>\$ 2,077</b>	<b>\$ 2,077</b>	<b>-</b>	<b>\$ 6,924</b>
<b>TOTAL PROJECTED CASH FLOW BY FISCAL YEAR</b>	<b>\$ 12,287</b>	<b>\$ 9,790</b>	<b>\$ 4,912</b>	<b>\$ 2,077</b>	<b>-</b>	<b>\$ 29,066</b>

*Numbers may not foot due to rounding.*

## Exhibit 7.8.7 Capital Program Summary and Cash Flow Detail – OTHER FUNDING SOURCES

(000's)

CAPITAL PROGRAM	REHAB PROJECTS	NEW CAPITAL PROJECTS	TOTAL
Carryover from Prior Years	\$ 21,619	\$ 105,639	\$ 127,258
FY2020-21 New Authority	\$ 839	-	\$ 839
<b>TOTALS</b>	<b>\$ 22,457</b>	<b>\$ 105,639</b>	<b>\$ 128,097</b>

*Numbers may not foot due to rounding.*

### CAPITAL PROGRAM BUDGET SUMMARY OTHER FUNDING SOURCES CASH FLOW BY FISCAL YEAR

(000's)

BUDGET FISCAL YEAR	2020/21	2021/22	2022/23	2024/25	2023/24	TOTAL
<b>Carryover from prior years</b>						
REHABILITATION	\$ 21,412	\$ 206	-	-	-	\$ 21,619
NEW CAPITAL	\$ 36,102	\$ 30,325	\$ 26,802	\$ 6,205	\$ 6,205	\$ 105,639
<b>SUBTOTAL</b>	<b>\$ 57,514</b>	<b>\$ 30,531</b>	<b>\$ 26,802</b>	<b>\$ 6,205</b>	<b>\$ 6,205</b>	<b>\$ 127,258</b>
<b>FY2020-21 New Authority</b>						
REHABILITATION	\$ 42	\$ 293	\$ 252	\$ 252	-	\$ 839
NEW CAPITAL	-	-	-	-	-	-
<b>SUBTOTAL</b>	<b>\$ 42</b>	<b>\$ 293</b>	<b>\$ 252</b>	<b>\$ 252</b>	<b>-</b>	<b>\$ 839</b>
<b>TOTAL PROJECTED CASH FLOW BY FISCAL YEAR</b>	<b>\$ 57,556</b>	<b>\$ 30,825</b>	<b>\$ 27,054</b>	<b>\$ 6,457</b>	<b>\$ 6,205</b>	<b>\$ 128,097</b>

*Numbers may not foot due to rounding.*

**Exhibit 7.8.8 Capital Program Summary and Cash Flow Detail – GRAND TOTAL  
OF ALL MEMBER AGENCIES & OTHER FUNDING SOURCES**

(000's)

<b>CAPITAL PROGRAM</b>	<b>REHAB PROJECTS</b>	<b>NEW CAPITAL PROJECTS</b>	<b>TOTAL</b>
Carryover from Prior Years	\$ 183,660	\$ 159,152	\$ 342,812
FY2020-21 New Authority	\$ 54,335	-	\$ 54,335
<b>TOTALS</b>	<b>\$ 237,995</b>	<b>\$ 159,152</b>	<b>\$ 397,147</b>

*Numbers may not foot due to rounding.*

**CAPITAL PROGRAM BUDGET SUMMARY  
CONSOLIDATED CASH FLOW BY FISCAL YEAR**

(000's)

<b>BUDGET FISCAL YEAR</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>TOTAL</b>
<b>Carryover from prior years</b>						
REHABILITATION	\$ 93,612	\$ 69,097	\$ 20,951	-	-	\$ 183,660
NEW CAPITAL	\$ 64,828	\$ 37,921	\$ 33,447	\$ 11,478	\$ 11,478	\$ 159,152
<b>SUBTOTAL</b>	<b>\$ 158,440</b>	<b>\$ 107,018</b>	<b>\$ 54,398</b>	<b>\$ 11,478</b>	<b>\$ 11,478</b>	<b>\$ 342,812</b>
<b>FY2020-21 New Authority</b>						
REHABILITATION	\$ 2,717	\$ 19,017	\$ 16,301	\$ 16,301	-	\$ 54,335
NEW CAPITAL	-	-	-	-	-	-
<b>SUBTOTAL</b>	<b>\$ 2,717</b>	<b>\$ 19,017</b>	<b>\$ 16,301</b>	<b>\$ 16,301</b>	<b>-</b>	<b>\$ 54,335</b>
<b>TOTAL PROJECTED CASH FLOW BY FISCAL YEAR</b>	<b>\$ 161,156</b>	<b>\$ 126,035</b>	<b>\$ 70,698</b>	<b>\$ 27,779</b>	<b>\$ 11,478</b>	<b>\$ 397,147</b>

*Numbers may not foot due to rounding.*

SECTION 8

**SOUTHERN CALIFORNIA  
OPTIMIZED RAIL  
EXPANSION (SCORE)**

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# **SOUTHERN CALIFORNIA REGIONAL RAIL AUTHORITY**

## **FY2020-21 BUDGET**

### **SECTION 8: Southern California Optimized Rail Expansion (SCORE) Budget**

#### **8.1 Introduction**

The Southern California Optimized Rail Expansion (SCORE) Program was developed as a path to implement service growth that would fulfill goals laid out in the 2015 10-year Strategic Plan. Plans to achieve these goals were devised in conjunction with the guidance laid out in the 2018 California State Rail Plan. Recognizing Metrolink's place in the state's vision for an integrated statewide rail system, Metrolink successfully pursued grant funding from the Transit and Intercity Rail Capital Program (TIRCP) and was awarded an amount of \$875.7 million in April 2018 from the California State Transportation Agency (CalSTA) to implement the first phase of the SCORE Program.

Metrolink subsequently pursued grant funding from the Consolidated Rail Infrastructure and Safety Improvements program (CRISI) and was awarded an amount of \$30 million from the Department of Transportation (DOT) for the Burlington Northern Santa Fe (BNSF) Atwood-Esperanza project. The total SCORE Program budgeted amount is currently \$905.7 million.

SCRRA continues to seek local, state or federal funds to fund additional projects on the SCORE Program.

#### **8.2 Program Budget**

SCORE Phase 1 comprises of 18 capital improvement projects located throughout the system. The table below outlines the budget allocated for each SCORE project, some of which are combined to be consistent with the grant categories. The amounts shown are commitments from the TIRCP and CRISI. On September 14, 2018, the Authority amended the FY2018-19 Capital Program Budget to reflect the entire \$875.7 million CalSTA grant. Subsequently, the Authority amended the FY2019-20 Capital Program Budget to reflect the entire \$905.7 million in CalSTA and DOT grants.

Budgets for SCORE are treated separately in the document. All Capital items that are referred to without the SCORE designation are part of the SCRRA annual Capital Budget.

Line	SCORE Projects	TIRCP and CRISI Funding (\$000's)
Ventura County Line	Simi Valley Double Track	\$ 67,501
	Chatsworth Station	\$ 25,158
	Burbank Junction Speed Improvements	\$ 17,950
	Signal Burbank - LA	\$ 8,219
San Bernardino Line	Marengo Siding Improvements	\$ 9,675
	El Monte Station Improvements	\$ 22,158
	Rancho Cucamonga Siding	\$ 46,581
Orange County / IE OC Line	Improvements at Commerce Station and Fullerton Junction	\$ 132,043
	Signals in OC (Atwood-Orange)	\$ 1,060
	Irvine Station Improvements	\$ 61,387
	Signals in OC (Avery-Songs)	\$ 6,500
	Capacity Improvements South OC (Serra to Beach / County Line to Songs)	\$ 18,747
	Riverside Downtown Station Improvements	\$ 14,491
Systemwide Projects	LinkUS	\$ 337,571
	Orange County Maintenance Facility	\$ 58,340
	Various Systemwide Efforts (where budget is allocated) <sup>[1]</sup>	\$ 78,327
<b>SCORE Phase 1 Program Total</b>		<b>\$ 905,708</b>

<sup>(1)</sup> Supplemental Fleet / Environmental Clearance of additional projects on Burlington Northern Santa Fe (BNSF) Corridor / Network Integration Studies / BNSF Atwood to Esperanza

### 8.3 Projected Expenditures

Since the award in April 2018, there has been three allocations by the California Transportation Commission (CTC). On August 16, 2018, the CTC approved an allocation of \$6.5 million to the Authority from the CalSTA grant of \$875.7 million for delivering the SCORE program. These funds support preliminary engineering, preliminary environmental assessments, operations modeling project validation, and early program management support. The table below shows CTC approved SCORE Program allocations to date:

Date	Amount
August 15, 2018	\$ 6,500,000
October 9, 2018	\$ 68,185,000
December 19, 2019	\$ 500,000
<b>TOTAL</b>	<b>\$ 75,185,000</b>

The table below shows the life of project cost projections through FY2027:

(\$000's)	*Systemwide	Ventura County Line	San Bernardino Line	Orange County / IE/OC / 91-PVL Lines	TOTAL
FY2018-19	\$26.4	\$0.0	\$0.0	\$0.0	\$26.4
FY2019-20	\$97.3	\$0.9	\$0.2	\$3.1	\$101.4
FY2020-21	\$77.3	\$8.5	\$5.0	\$28.3	\$119.1
FY2021-22	\$76.5	\$20.0	\$8.5	\$46.1	\$151.1
FY2022-23	\$61.3	\$10.7	\$39.4	\$36.8	\$148.2
FY2023-24	\$55.5	\$61.8	\$25.3	\$35.5	\$178.1
FY2024-25	\$8.1	\$17.0	\$0.0	\$30.8	\$56.0
FY2025-26	\$31.1	\$0.0	\$0.0	\$54.1	\$85.2
FY2026-27	\$4.8	\$0.0	\$0.0	\$35.5	\$40.3
<b>TOTAL</b>	<b>\$438.2</b>	<b>\$118.3</b>	<b>\$78.4</b>	<b>\$270.2</b>	<b>\$905.7</b>

\*Systemwide Projects include LinkUS, OCMF, Fleet Rehabilitation, and Integration Studies

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SECTION 9

**GENERAL AND  
ADMINISTRATION  
BUDGET**

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# **SOUTHERN CALIFORNIA REGIONAL RAIL AUTHORITY**

## **FY2020-21 BUDGET**

### **SECTION 9: General and Administrative Budget**

#### **9.1 General and Administrative Expenses**

Indirect costs are those incurred by an organization for common or joint objectives that cannot be readily or specifically identified with a particular cost grouping. SCRRA accounts for agency costs that cannot be directly attributed to any specific agency program or mode, and therefore serve to benefit the agency as a whole or benefit at least three of the Authority's business modes, by grouping them in the General and Administrative (G&A) Budget. SCRRA business modes are Train Operations, Maintenance-of-Way (MOW), New Capital, Rehabilitation and 'Recollectables' or Third-Party Agreements (TPA's).

For FY2020-21, the SCRRA General & Administrative budget, using the compilation of costs as described above, is \$30.5 million or an increase of \$6.4 million, or 26.5% over the FY2019-20 Budget. \$2.7 million of this increase is the result of an increase in Computer Hardware costs, \$1.4 million is in Fringe Benefit elements, \$1.3 million is in Salaries and Wages, \$0.8 million is in Office Space Rental, and \$0.2 million is in a number of miscellaneous items Exhibit 9.1 identifies all the elements of the General and Administrative Budget by expenditure type.

#### **9.2 Indirect Cost Allocation Plan (ICAP)**

Grantors fund a significant portion of SCRRA's business modes. Indirect costs have historically been charged to projects using direct labor costs as the allocation base. The business mode specific allocation percentages are called indirect cost rates. SCRRA has submitted and received approval for its Indirect Cost Allocation Plans for FY2019-20. The ICAP plan for FY2020-21 based on FY2018-19 actual costs has been submitted to the FTA for review and approval.

The FY2020-21 Plan contains indirect cost rates for each business mode, as indicated on Exhibit 9.2. SCRRA further divides costs within G&A expenses into three distinct cost collector pools.

##### **9.2.1 Pool One**

The first grouping of expenses consists of specified costs, as identified in the Office of Management and Budget Circular A-87 (OMB A-87), which are authorized for allocation to federal grant funding sources. Items in the G&A Budget include: lease costs of the Authority's administrative headquarters; general administrative items such as office supplies, postage and the lease of office equipment; labor costs of



non-project, non-operational staff such as Human Resources, Budget and Financial Analysis, and General Accounting; certain financial services; the Internal Audit function; and the costs of operating and maintaining the Information Technology infrastructure.

### **9.2.2 Pool Two**

The second grouping of expenses is made up of costs that, while benefiting the Authority's business modes, are specifically excluded from allocation by federal regulation and therefore funded by member agencies instead. Examples of costs recognized within this group include the costs of the Chief Executive Officer and legislative advocacy.

### **9.2.3 Pool Three**

The third grouping of expenses represents project category overhead costs associated with specific business modes that cannot be readily allocated to specific direct projects. An example would be costs associated with Program Management staff who could be supporting more than 200 projects.

## **9.3 Allocation of Indirect Costs**

A double step-down allocation methodology is used to allocate the allowable costs of the central services departments to benefiting cost centers using various metrics (labor dollars, headcount, number of transactions, amount of leased space, etc.) as the allocation base. This methodology recognizes the cross support provided between central service departments. The allocation steps are:

1. Allowable costs from central service departments are allocated to all departments and divisions including other central service departments. All operating costs recorded in the central service departments as well as all allocated costs received from other central service departments up to this point in the calculation cycle are allocated in the first step.
2. Once allocated to receiving cost centers, the expenses are allocated to the project overhead pools as a function of actual labor charged to project category by each receiving cost center.
3. The G&A expenses added to the general project category overhead costs are then allocated to specific projects in proportion to the actual direct labor costs within each project category.
4. For the remaining G&A expenses ineligible for federal reimbursement, allocation is made to the operating budget.

## 9.4 Organizational Summary

Under the leadership of the Chief Executive Officer; Chief of Staff; Chief Mobilization, Transportation and Special Projects; Chief Human Resources; Chief Financial Officer; Chief Safety, Security & Compliance Officer; Chief Customer Experience Officer; Chief Strategy Officer; Chief Program Delivery; Chief Operating Officer and Chief Technology Officer; SCRRA manages 282 full-time equivalent (FTE) headcounts.

### AGENCY FTE HEADCOUNT FY2020-21

REPORTING GROUP	FTE's
Office of the CEO	32
Legal	4
Internal Audit	4
Human Resources	12
Finance	29
Safety, Security & Compliance	15
Customer Experience	43
Strategy	11
Program Delivery	28
Operations	83
Integrated Digital & Technology Services	21
<b>Total</b>	<b>282</b>

**Office of the CEO** includes the Office of the CEO, Office of the Mobilization Transportation and Special Projects, Office of the Chief of Staff, Materials Management & Warehouse, and Contracts & Procurement. In early FY21, Material Management and Warehouse, and Contracts and Procurement (including a total of 26 positions) were transferred under the Chief Financial Officer.

**Legal** includes the General Counsel who is a direct report to the SCRRA Board and oversees the activities of in-house and outside counsel, litigation, and Risk Management.

**Internal Audit** reports directly to the SCRRA Board and includes a team of internal auditors.

**Human Resources** includes Office of the Chief, Human Resources, Human Resources, and Administrative Services.

**Finance** includes Office of the Chief Financial Officer, Finance, Grants Funding & Reporting, Material Management and Warehouse, and Contracts and Procurement.

**Safety, Security & Compliance** includes Office of the Chief, System Safety, Security & Compliance Officer, System Safety, and Compliance.

**Customer Experience** includes Office of the Chief, Customer Experience Officer, Customer Relations, Customer Experience, Communications, and Marketing & Partnerships.

**Strategy** includes Office of the Chief, Strategy Officer, Government & Community Relations, and Planning & Development.

**Program Delivery** includes Office of the Chief, Program Delivery, Public Projects, Capital Construction & Rehabilitation, Program Management, Engineering & Construction, Business Operations, and Standards & Design.

**Operations** includes the Office of the Chief Operating Officer, Operations Administration, Positive Train Control (PTC), Dispatching, Facilities & Fleet Maintenance, the execution of rehabilitation and new capital projects, management of outsourced vendors for Train Operations, equipment maintenance, track, signal & structure maintenance and rehabilitation, Maintenance-of-Way, and rail corridor crossings and encroachment.

**Integrated Digital & Technology Services** includes the Office of the Chief Technology Officer, Positive Train Control (PTC) Network Control Operations, Fare Collection Services, and Information Technology.

Exhibit 9.3 identifies the classification titles in the approved budgeted cost centers for a total of 282 FTE headcount. Total Authority labor and fringe costs are allocated across the business modes.

## **9.5 Exhibits**

**Exhibit 9.1: FY2020-21 G&A Expenses** identifies the individual cost components included in the general and administrative cost grouping.

**Exhibit 9.2: FY2020-21 ICAP Cost Calculations** illustrates the SCRRRA business modes and the cost allocations that support the FY2020-21 ICAP rates.

**Exhibit 9.3: FY2020-21 Roster of Positions** provides a roster of FY2020-21 FTE headcount identified by specific positions within each Executive Office and Department.

## Exhibit 9.1 FY2020-21 G&A Expenses

(000's)	EXPENDITURE DESCRIPTION	FY2019-20 BUDGET	FISCAL YEAR 2020-21			FY2020-21 BUDGET VS. FY2019-20 BUDGET	
			FEDERALLY ELIGIBLE	LOCAL FUNDING	TOTAL BUDGET	VARIANCE	%
<b>Agency Costs</b>							
	Auditing and Accounting			-	-	-	N/A
	Consultants	65		-	-	(65)	(100.0%)
	Recruitment Services	175	183	-	183	8	4.6%
	Medical Examinations	4	5	-	5	1	26.9%
	Computer Programming/Data Processing	135		-	-	(135)	(100.0%)
	Office Equip Maint & Repair	3	2	-	2	(1)	(27.4%)
	Document Management & Storage	55	49	-	49	(6)	(10.4%)
	In-House Training Services	330	327	3	330	0	0.0%
	Bank Service Charges	30	30	-	30	-	-
	Vehicle Maintenance & Repairs		140	-	140	140	N/A
	Gasoline Autos & Trucks		100	-	100	100	N/A
	Materials & Supplies	130	139	-	139	9	7.2%
	Office Equipment	10	10	-	10	(0)	(3.0%)
	Computer Software	1	16	-	16	15	1,462.8%
	Printing & Reproduction	13	8	3	10	(2)	(18.5%)
	Claims Administration Fees	3	12	-	12	9	300.0%
	Professional Memberships	99	177	11	188	89	90.5%
	Subscriptions & Reference Materials	12	20	7	27	16	138.3%
	Meeting Expenses	29	21	66	87	58	203.8%
	Registration Fees	39	21	21	42	2	5.8%
	Transportation	76	28	51	79	3	4.3%
	Meals & Entertainment	18	9	7	17	(1)	(7.1%)
	Lodging	78	31	53	84	6	7.5%
	Mileage/Parking	59	37	3	40	(19)	(32.2%)
	Misc Expenses	3	3	-	3	0	1.8%
	Event Marketing	5	-	12	12	8	171.3%
	Legal & Meeting Notices	85	45	-	45	(40)	(47.1%)
	Postage & Messenger	74	71	-	71	(3)	(3.5%)
	Other Misc Expense	60	3	5	8	(53)	(87.6%)
	<b>Total Agency Costs</b>	<b>1,590</b>	<b>1,488</b>	<b>242</b>	<b>1,730</b>	<b>140</b>	<b>8.8%</b>
<b>Staff Labor</b>							
	SCRRRA Wages & Salaries	9,166	9,267	1,192	10,460	1,293	14.1%
	Wages Interns	250	262	-	262	12	4.6%
	Wages Job Core / Grads on Track	250	262	-	262	12	4.6%
	Merit Increase		278	36	314	314	N/A
	Allocated Fringe Benefits	3,244	3,180	409	3,589	344	10.6%
	OPEB - GASB45	1,625	-	3,015	3,015	1,390	85.5%
	<b>Total Staff Labor</b>	<b>14,536</b>	<b>13,248</b>	<b>4,651</b>	<b>17,900</b>	<b>3,364</b>	<b>23.1%</b>
<b>Professional Services</b>							
	Legal Services		150	-	150	150	N/A
	Auditing & Accounting	830	705	-	705	(125)	(15.1%)
	Consultants	1,678	2,087	1	2,087	409	24.4%
	Lobby Services	480	-	480	480	-	0.0%
	Service Contract	3	4	-	4	1	14.7%
	<b>Total Professional Services</b>	<b>2,991</b>	<b>2,946</b>	<b>481</b>	<b>3,426</b>	<b>435</b>	<b>14.5%</b>
<b>MIS</b>							
	Consultants	1,598	1,600	-	1,600	2	0.2%
	Computer S/W / H/W Maintenance	625	3,322	-	3,322	2,697	431.5%
	Office Equip Maint & Repair	138	70	-	70	(68)	(49.1%)
	Document Management & Storage	50		-	-	(50)	(100.0%)
	Other Services		10	-	10	10	N/A
	Materials & Supplies	62	70	-	70	8	12.9%
	Office Equipment	75		-	-	(75)	(100.0%)
	Computer H/W	515	166	-	166	(350)	(67.9%)
	Computer S/W	546	75	-	75	(471)	(86.3%)
	License & Registration Fees	1		-	-	(1)	(100.0%)
	<b>Total MIS</b>	<b>3,609</b>	<b>5,313</b>	<b>-</b>	<b>5,313</b>	<b>1,704</b>	<b>47.2%</b>
<b>Employee Recognition</b>							
	Bonus Pay	150	-	167	167	17	11.6%
	<b>Total Employee Recognition</b>	<b>150</b>	<b>-</b>	<b>167</b>	<b>167</b>	<b>17</b>	<b>11.6%</b>
<b>Utilities/Leases</b>							
	Office Space Rental	46	854	-	854	807	1,751.1%
	WG Lease Operating Expense	784	906	-	906	122	15.5%
	<b>Total Utilities/Leases</b>	<b>830</b>	<b>1,834</b>	<b>0</b>	<b>1,834</b>	<b>1,004</b>	<b>121.0%</b>
<b>Agency Vehicles</b>							
	GASOLINE AUTOS & TRUCKS	97		-	-	(97)	(100.0%)
	VEHICLE MAINTENANCE & REPAIRS	138		-	-	(138)	(100.0%)
	<b>Total Agency Vehicles</b>	<b>234</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(234)</b>	<b>(100.0%)</b>
<b>Board Related Items</b>							
	Board Travel/Meeting Expenses	16	-	17	17	1	7.3%
	Board Travel	15	-	22	22	7	47.0%
	Board Per Diem	70	-	73	73	3	4.6%
	Board Development Program	54	-	-	-	(54)	(100.0%)
	<b>Total Board Related Items</b>	<b>154</b>	<b>-</b>	<b>112</b>	<b>112</b>	<b>(42)</b>	<b>(27.2%)</b>
	<b>Total General &amp; Administrative Expenses</b>	<b>24,095</b>	<b>24,829</b>	<b>5,654</b>	<b>30,482</b>	<b>6,388</b>	<b>26.5%</b>

Numbers may not foot due to rounding.

## Exhibit 9.2 FY2020-21 ICAP Cost Calculations

<b>General &amp; Administrative Expenses (000's)</b>	<b>FY2020-21</b>
Federally Eligible G&A	24,829
Non-Federal Eligible G&A	5,654
<b>Total G&amp;A Expenses</b>	<b>30,482</b>

Tier 1 Cost Distribution	Operating			Capital				Recollectable	Grand Total
	Train Operations	MOW	Subtotal Operating	New Capital	Equipment Procurement	Rehabilitation & Renovation	Subtotal Capital		
SCRRRA Labor Distribution (%)	61.4%	21.6%	83.0%	4.9%	2.0%	7.2%	14.1%	2.9%	100.0%
Federally Eligible G&A Allocation (Proj# 000000)	15,244	5,363	20,607	1,217	497	1,788	3,501	721	24,829
Non-Federal Eligible Labor Distribution (%)	100.0%	0.0%	100.0%						100.0%
Non-Federal Eligible G&A Allocation (Proj# 000002)	5,654	-	5,654						5,654
<b>Total G&amp;A Expense Allocation</b>	<b>20,898</b>	<b>5,363</b>	<b>26,261</b>	<b>1,217</b>	<b>497</b>	<b>1,788</b>	<b>3,501</b>	<b>721</b>	<b>30,482</b>

*Numbers may not foot due to rounding.*

### Tier 2 Allocation and Calculation of Direct Rates

Collector Pool Expenses									
Salaries & Wages	3,074	456	3,530	362	136	418	916	51	4,497
Fringe Benefits	1,720	259	1,979	120	45	139	304	17	2,300
Other Expenses	12,388	363	12,751	2,752	587	11,730	15,069	883	28,703
Subtotal - Indirect Expenses	17,183	1,078	18,261	3,234	768	12,287	16,289	951	35,500
G&A Expense Allocation	20,898	5,363	26,261	1,217	497	1,788	3,501	721	30,482
<b>Total Indirect and Allocable Expenses</b>	<b>38,080</b>	<b>6,441</b>	<b>44,521</b>	<b>4,451</b>	<b>1,264</b>	<b>14,075</b>	<b>19,789</b>	<b>1,672</b>	<b>65,982</b>
Direct Expenses									
Salaries & Wages	9,736	2,463	12,199	708	301	1,168	2,178	601	14,979
Fringe Benefits	5,507	1,375	6,882	235	100	388	723	200	7,805
Other Expenses	159,523	37,383	196,905	16,656	41,112	80,698	138,466	7,527	342,898
<b>Total Direct Expenses</b>	<b>174,766</b>	<b>41,221</b>	<b>215,987</b>	<b>17,600</b>	<b>41,513</b>	<b>82,254</b>	<b>141,367</b>	<b>8,328</b>	<b>365,682</b>
<b>Grand Total</b>	<b>212,846</b>	<b>47,662</b>	<b>260,508</b>	<b>22,051</b>	<b>42,777</b>	<b>96,329</b>	<b>161,156</b>	<b>10,000</b>	<b>431,664</b>

<b>Total Indirect and Allocable Expenses as % of Direct Labor</b>	<b>391%</b>	<b>261%</b>	<b>365%</b>	<b>628%</b>	<b>419%</b>	<b>1,205%</b>	<b>909%</b>	<b>278%</b>	<b>441%</b>
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*Numbers may not foot due to rounding.*

## Exhibit 9.3 FY2020-21 Roster of Positions

BUSINESS UNIT	COST CENTER	COST CENTER DESCRIPTION	POSITION TITLE	TOTAL	
Office of the CEO	1100	Office of the CEO	Chief Executive Officer	1	
			Director, Special Projects	1	
			Director, Special Projects	*	
			Executive Assistant to the CEO	*	
			Manager II (Exec & Strategic Comm)	1	
	<b>Office of the CEO Total</b>				<b>3</b>
	1530	Office of the CMTS		Business Analyst II	*
				Chief Mobilization, Transition & Spcl Prjcts	1
				Senior Manager (Various)	2
				<b>Office of the CMTS Total</b>	
	1540	Office of the Chief of Staff		Business Analyst II	1
				Chief of Staff	1
				Assistant Board Secretary/Executive Assistant	1
	<b>Office of the Chief of Staff Total</b>				<b>3</b>
	4223	Materials Management		Inventory Control Operator II	5
				Manager II	1
				Material Handler/Operator	1
				Senior Inventory Control Operator	1
				Supervisor, Inventory Control	2
				<b>Materials Management Total</b>	
4220	Contracts & Procurement		Contract & Compliance Administrator	5	
			Contract Specialist	1	
			Director, Contracts, Procurement & Materials Mgmt	1	
			Principal Contract & Compliance Administrator	2	
			Senior Administrative Assistant	1	
			Senior Contract & Compliance Administrator	2	
			Principal Contract & Compliance Administrator	1	
			<b>Contracts &amp; Procurement Total</b>		
Legal	1115	Office of the General Counsel	Associate General Counsel	1	
			Business Analyst	1	
			General Counsel	1	
<b>Office of the General Counsel Total</b>				<b>3</b>	
	2150	Risk Management	Senior Counsel, Risk Manager	1	
<b>Risk Management Total</b>				<b>1</b>	
Internal Audit	1110	Internal Audit	Auditor II	1	
			Senior Auditor	2	
			Senior Manager, Audit	1	
<b>Internal Audit Total</b>				<b>4</b>	
Human Resources	1130	Human Resources	Human Resources Analyst I	3	
			Human Resources Analyst II	1	
			Human Resources Specialist	1	
			Manager II	1	
			Senior Human Resources Analyst	2	
			Manager I, Human Resources	1	
	<b>Human Resources Total</b>				<b>9</b>
	1515	Office of the CHR		Special Advisor to the CEO	*
				Chief, Human Resources	1
	<b>Office of the CHR Total</b>				<b>1</b>
4210	Administrative Services		Senior Administrative Assistant	2	
<b>Administrative Services Total</b>				<b>2</b>	

\*The position will use an approved vacant position and will not add or create an additional position beyond the total number of authorized budgeted positions.

### Exhibit 9.3 FY2020-21 Roster of Positions (continued)

BUSINESS UNIT	COST CENTER	COST CENTER DESCRIPTION	POSITION TITLE	TOTAL		
Finance	4100	Finance	Accountant I	3		
			Accountant II	2		
			Accounts Payable Specialist I	1		
			Budget Analyst II	3		
			Business Analyst II	1		
			Capital Budget Analyst	1		
			Finance Analyst I	1		
			Finance Specialist II	2		
			Financial Analyst II	1		
			Manager II	1		
			Senior Accountant	2		
			Senior Finance Analyst	2		
			Senior Manager, Finance	3		
			Senior Manager, General Accounting	1		
			Accounting II	1		
		<b>Finance Total</b>	<b>25</b>			
4115	Grants Funding & Reporting	Director, Program Management & Grants	1			
		Grants Funding & Reporting Administrator	1			
		Planning Manager II	1			
		<b>Grants Funding &amp; Reporting Total</b>	<b>3</b>			
4125	Office of the CFO	Chief Financial Officer	1			
		<b>Office of the CFO Total</b>	<b>1</b>			
Safety, Security & Compliance	1505	Office of the CSSC	Chief Safety, Security & Compliance Officer	1		
		<b>Office of the CSSC Total</b>	<b>1</b>			
2210	System Safety	Management Analyst I	1			
		Manager II	1			
		Public Safety + Environment Manager	1			
		Senior Manager, System Safety	1			
		Senior Manager, (Various-BISO)	1			
		<b>System Safety Total</b>	<b>5</b>			
2250	Compliance	Coordinator, Operations Compliance	1			
		Manager II	1			
		Operations Compliance Officer	2			
		Operations Compliance Officer I	3			
		Operations Compliance Officer II	1			
		Senior Manager, Compliance	1			
		<b>Compliance Total</b>	<b>9</b>			
Customer Experience	3300	Customer Relations	Business Analyst I	1		
			Communications Coordinator	1		
			Customer Relations Manager	1		
			Customer Relations Representative I	5		
			Customer Relations Representative II	4		
			Manager, Customer Relations	1		
			Senior Customer Relations Representative	4		
			Senior Manager, Customer Relations	1		
			Supervisor, Customer Relations	3		
			Senior Customer Relations Representative	1		
					<b>Customer Relations Total</b>	<b>22</b>
			3050	Customer Experience	Director, Customer Experience	1
					Manager II	1
		<b>Customer Experience Total</b>	<b>2</b>			

\*The position will use an approved vacant position and will not add or create an additional position beyond the total number of authorized budgeted positions.

### Exhibit 9.3 FY2020-21 Roster of Positions (continued)

BUSINESS UNIT	COST CENTER	COST CENTER DESCRIPTION	POSITION TITLE	TOTAL
Strategy	3450	Communications	Communications Coordinator	6
			Digital Content Creator	1
			Director, Communications	1
			Manager II	1
			Public Affairs Manager	1
			Supervisor, Customer Relations	2
	<b>Communications Total</b>			<b>12</b>
	3200	Marketing & Partnerships	Administrative Assistant II	1
			Director, Special Projects	*
			Manager I	1
			Marketing Manager II	1
			Senior Administrative Assistant	1
			Senior Manager, Marketing & Digital	1
			Social Media Specialist	1
	<b>Marketing &amp; Partnerships Total</b>			<b>6</b>
	1500	Office of the CXO	Chief Customer Experience Office Officer	1
			Executive Assistant I	*
	<b>Office of the CXO Total</b>			<b>1</b>
	1520	Office of the CSO	Chief Strategy Officer	1
			Executive Assistant	1
			Manager II, (Various) Railroad Services Manager	1
	<b>Office of the CSO Total</b>			<b>3</b>
	1550	Planning & Development	Director, Planning & Development	1
Planning Manager II			1	
<b>Planning &amp; Development Total</b>			<b>2</b>	
1105	Government & Community Relations	Management Analyst II	1	
		Public Affairs Manager	1	
		Senior Manager, Government Relations	1	
		Director, Government & Community Relations	1	
<b>Government &amp; Community Relations Total</b>			<b>4</b>	
1550	Planning & Development	Planning Manager I	2	
		<b>Planning &amp; Development Total</b>		
Program Delivery	1510	Office of the CPD	Chief, Program Delivery	1
			Executive Assistant I	1
	<b>Office of the CPD Total</b>			<b>2</b>
	2815	Business Operations	Business Administrator	4
			Business Analyst II	3
			Manager II	1
			Senior Manager, Business Operations	1
	<b>Business Operations Total</b>			<b>9</b>
	2860	Standards & Design	Principal Engineer (Design & Engineering)	1
			Railroad Civil Engineer II	1
			Senior Civil Design Specialist	1
	<b>Standards &amp; Design Total</b>			<b>3</b>
	2880	Public Projects	Coordinator, Right-Of-Way	1
			Principal Engineer (Project Management)	1
			Railroad Civil Engineer II	4
			Senior Railroad Civil Engineer	1
	<b>Public Projects Total</b>			<b>7</b>

\*The position will use an approved vacant position and will not add or create an additional position beyond the total number of authorized budgeted positions.



### Exhibit 9.3 FY2020-21 Roster of Positions (continued)

BUSINESS UNIT	COST CENTER	COST CENTER DESCRIPTION	POSITION TITLE	TOTAL
Operations	2890	Capital Construction & Rehabilitation	Principal Engineer (Structures & Stations)	1
			Railroad Civil Engineer I	2
	<b>Capital Construction &amp; Rehabilitation Total</b>			<b>3</b>
	4530	Program Management	Manager II	1
			Program Management Analyst II	1
			Senior Management Analyst	1
			Assistant Director, (Various)	1
	<b>Program Management Total</b>			<b>4</b>
	1530	Office of the CMTS	Planning Manager II	1
			<b>Office of the CMTS Total</b>	
	2175	Office of the COO	Chief Operating Officer	1
			Department Assistant	1
			Deputy Chief Operating Officer (Disp+OS)	1
			Executive Assistant II	1
			Director, Special Projects (Railroad Operations)	1
			Management Analyst I (Railroad Operations)	1
	<b>Office of the COO Total</b>			<b>6</b>
	2215	Dispatching Services	Director, Dispatching Operations	1
			Manager II	1
			Senior Manager, Dispatching	3
			Supervisor, Dispatching Operations	6
			Train Dispatcher	21
	<b>Dispatching Services Total</b>			<b>32</b>
	2300	Equipment	Assistant Director, Maintenance of Equipment	1
			Director, Maintenance of Equipment	1
			Program Manager (Fleet)	1
			Project Engineer I	1
			Rolling Stock Engineering Manager II	1
Senior Administrative Assistant			1	
Senior Mechanical Operations Officer			2	
<b>Equipment Total</b>			<b>8</b>	
2310	Facilities & Fleet Maintenance	Coordinator, Facilities Maintenance	1	
		Coordinator, Fleet Maintenance	1	
		Customer Experience Administrator	1	
		Maintenance Technician II	2	
		Senior Maintenance Technician	1	
		Senior Manager - Various	1	
		Senior Manager, Facilities & Fleet Maintenance	1	
		Supervisor, Facilities Maintenance	1	
		Maintenance Technician	1	
<b>Facilities &amp; Fleet Maintenance Total</b>			<b>10</b>	
2875	PTC, C&S Systems Management	Executive Assistant I	1	
		<b>PTC, C&amp;S Systems Management Total</b>		
2876	PTC Communications Systems	Director, Signals & Communications	1	
		PTC Equipment Engineer I	2	
		PTC Equipment Engineer II	1	
		Senior Manager, Communications Systems	1	
		Senior Railroad Systems Engineer	1	
		Senior Manager, Train Control On-Board Systems	1	
Supervisor, Communications Systems	2			
<b>PTC Communications Systems Total</b>			<b>9</b>	

\*The position will use an approved vacant position and will not add or create an additional position beyond the total number of authorized budgeted positions.

### Exhibit 9.3 FY2020-21 Roster of Positions (continued)

BUSINESS UNIT	COST CENTER	COST CENTER DESCRIPTION	POSITION TITLE	TOTAL	
Integrated Digital & Technology Services	2877	PTC Technical Support Services	Assistant Director, PTC Technical Services	1	
			Configuration Management Manager	1	
			Senior Manager, Train Control Systems	1	
			Senior Train Control Systems Engineer	3	
	<b>PTC Technical Support Services Total</b>				<b>7</b>
	2820	Track	Assistant Director, T+S Rehabilitation	1	
			Coordinator, Right-Of-Way	1	
			District T & S Maintenance Supervisor	1	
			Senior Engineer, Track & Structures	1	
	<b>Track Total</b>				<b>4</b>
	2870	C&S Train Control Maintenance	Assistant Director, Signal Systems	1	
			Supervisor, Signal Systems	2	
	<b>C&amp;S Train Control Maintenance Total</b>				<b>3</b>
	2200	Operations Administration	Operations Administrator	1	
			<b>Operations Administration Total</b>		
	2870	C+S Train Control Maintenance	Senior Manager, (Various) Operations	1	
			<b>C+S Train Control Maintenance Total</b>		
	2878	PTC Network Control Operations	Senior Manager, Train Control Systems	1	
			Senior Train Control Systems Engineer	2	
			Train Control Network Engineer	1	
			IT Architect II	1	
	<b>PTC Network Control Operations Total</b>				<b>5</b>
	3600	Fare Collection Services	Fare Collections Manager	2	
			Senior Manager, Fare Collections	1	
	<b>Fare Collection Services Total</b>				<b>3</b>
	4230	Information Technology	Chief, Technology Officer	*	
			IT Architect II, Business Intelligence	2	
			IT Architect II, ERP	2	
IT Systems Manager			1		
Manager, Information Technology			1		
Network Engineer I			1		
Senior Director, Information Technology			1		
Senior Manager, Information Technology			1		
Senior Marketing Analyst			1		
Senior Network Engineer			1		
Web Services Manager			1		
IT Architect II (Salesforce Dev)			1		
<b>Information Technology Total</b>				<b>13</b>	
<b>Agency Total</b>				<b>282</b>	

\*The position will use an approved vacant position and will not add or create an additional position beyond the total number of authorized budgeted positions.

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SECTION 10

**BUDGET FORECASTS**

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# **SOUTHERN CALIFORNIA REGIONAL RAIL AUTHORITY**

## **FY2020-21 BUDGET**

### **SECTION 10: Budget Forecasts FY2021-22 through FY2024-25**

#### **10.1 Background**

As a result of the ongoing uncertainty amid the COVID-19 pandemic, no multi-year forecast is presented for the Operating Budget. A multi-year forecast for the period FY2022-23 through FY2025-26 will be included in the FY2021-22 budget book. However, a forecast for the Capital Program is included.

#### **10.2 Capital Program Forecast**

- Estimates were constructed using the development of Metrolink Rehabilitation Plan (MRP) when submitting the FY2020-21 Budget amounts. These estimates included the Backlog and State of Good Repair (SOGR) needs.
- MRP recommends that the Backlog be drawn down over six years.

#### **10.3 Exhibits**

**Exhibit 10.1: FY2021-22 through FY2024-25 Forecast of Rehabilitation Budget by Asset Category**

**Exhibit 10.2: FY2021-22 through FY24-25 Forecast of Rehabilitation Budget by Member Agency**

**Exhibit 10.3: FY2021-22 through FY2024-25 Forecast of New Capital Budget by Asset Category**

**Exhibit 10.4: FY2021-22 through FY2024-25 Forecast of New Capital Budget by Member Agency**

**Exhibit 10.1: FY2021-22 through FY2024-25 Forecast of Rehabilitation Budget by Cost Asset Category**

(000's)

<b>Asset Category</b>	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>TOTAL</b>
Tracks	61,191	62,483	63,775	64,955	252,404
Structures	43,605	44,526	45,447	46,287	179,864
Systems	46,383	47,363	48,343	49,237	191,326
Vehicles	7,218	7,370	7,523	7,662	29,773
Rolling Stock	50,087	51,145	52,203	53,169	206,604
Facilities	4,580	4,677	4,774	4,862	18,892
<b>Rehabilitation Total</b>	<b>213,064</b>	<b>217,564</b>	<b>222,064</b>	<b>226,172</b>	<b>878,863</b>

*Numbers may not foot due to rounding.*

**Exhibit 10.2: FY2021-22 through FY2024-25 Forecast of Rehabilitation Budget by Member Agency**

(000's)

<b>MEMBER AGENCY</b>	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>TOTAL</b>
METRO	112,887	115,272	117,656	119,833	465,647
OCTA	38,664	39,481	40,298	41,043	159,486
RCTC	12,389	12,651	12,912	13,151	51,103
SBCTA	31,243	31,903	32,562	33,165	128,873
VCTC	17,880	18,258	18,635	18,980	73,753
<b>Rehabilitation Total</b>	<b>213,064</b>	<b>217,564</b>	<b>222,064</b>	<b>226,172</b>	<b>878,863</b>

*Numbers may not foot due to rounding.*

**Exhibit 10.3: FY2021-2022 through FY2024-25 Forecast of New Capital Budget by Asset Category**

**(000's)**

<b>Asset Category</b>	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>TOTAL</b>
Tracks	31,704	-	10,386	-	42,090
Structures	-	-	-	-	
Systems	1,057	3,259	-	-	4,316
Vehicles	-	-	-	-	
Rolling Stock	43,328	32,259	18,900	17,221	111,708
Facilities	73,975	54,319	11,168	-	139,462
<b>New Capital Total</b>	<b>150,063</b>	<b>89,837</b>	<b>40,454</b>	<b>17,221</b>	<b>297,575</b>

*Numbers may not foot due to rounding.*

**Exhibit 10.4: FY2021-22 through FY2024-25 Forecast of New Capital Budget by Member Agency**

**(000's)**

<b>MEMBER AGENCY</b>	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>TOTAL</b>
METRO	87,924	42,673	24,668	8,180	163,445
OCTA	23,435	17,788	5,953	3,410	50,586
RCTC	13,138	9,972	3,338	1,912	28,359
SBCTA	17,044	12,937	4,330	2,480	36,790
VCTC	8,522	6,468	2,165	1,240	18,395
<b>New Capital Total</b>	<b>150,063</b>	<b>89,837</b>	<b>40,454</b>	<b>17,221</b>	<b>297,575</b>

*Numbers may not foot due to rounding.*



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SECTION 11  
**APPENDIX**

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# **SOUTHERN CALIFORNIA REGIONAL RAIL AUTHORITY**

## **FY2020-21 BUDGET**

### **SECTION 11: Appendix**

#### **11.1 Introduction**

In this section, supplementary descriptions and information are provided on SCRRRA allocations methodology, policy on debt, GASB-34 Condition Assessment Ratings, Authority information and statistics, glossary of budget terms, and key acronyms associated with SCRRRA.

#### **11.2 Revenue and Cost Allocation Methodology Detail**

##### **11.2.1 Formulae for Allocation to Members**

Under the terms of the Joint Powers Authority (JPA) governing the actions of the SCRRRA, each Member Agency shall approve its individual Operating and Capital subsidies for an upcoming fiscal year. Because of its JPA structure, SCRRRA utilizes a number of formulae for the purposes of allocating costs to both Member Agencies and Operating Line Segments. The goal is to allocate or assign the costs based on the underlying causes of the common costs instead of merely spreading the costs.

Subsidies for each Member Agency are determined by each budgeting cycle based on a series of previously agreed allocations for each budget component line item. This includes both revenues and expenses. Exhibit 11.1 provides detailed information on allocation percentages.

##### **11.2.2 Formulae for Allocation to Lines**

In addition to calculating allocations by Member Agency, the FY2020-21 Budget is also allocated across operating rail lines to provide the costs associated with providing system-wide services across the counties served. The lines are defined as San Bernardino, Ventura County, Antelope Valley, Riverside, Orange County, Orange County MSEP, Inland Empire/Orange County and the 91/Perris Valley Line.

Exhibit 11.2 provides detailed information on allocation percentages by line. This allocation is used to calculate operating expenses, revenues, subsidies and statistics by line.

### **11.2.3 Allocation of Revenues**

Farebox revenues are recorded by each operating line based on point-of-sale origin/destination pairs and allocated to Member Agencies (counties) on the basis of county train-miles for each line. Dispatching revenues are allocated directly to those line segments that are subject to agreements with freight railroads and Amtrak. These revenues are allocated to the counties that own the affected segments and to the lines that are made up of these segments. Other Revenue allocation is dependent upon the type of the individual expense.

### **11.2.4 Allocation of Expenses**

Operating Expenses are allocated using a variety of railroad metrics. Most expenses in the Operating Budget are allocated on a combination of allocation and tier applications. Some exceptions are described as follows: fuel and Amtrak services related to the operation of trains are allocated to operating lines and counties based on train miles for each line or county; dispatching is allocated directly to operating lines and counties based on the ownership of line segments over which the Authority has dispatching authority. Additionally, transfers to other Operators, Rail Agreements, and Maintenance-of-Way (MOW) expenses are allocated directly to line segments.

MOW (expenditure and revenue) net subsidies on lines shared by more than one operating line segment are split to the counties by the respective share of train miles in each county of the respective line segments. There are specific expenditures related to particular lines. For example, the expenditures related to the Riverside Layover Facility are allocated to lines with services originating or terminating at the layover and subsequently to each county's base train miles on the participating line segments. In contrast, the River Corridor is shared by all lines, thus the expenditures in excess of revenues on this segment are split to lines and counties on the basis of the "All-Share" formula. Extraordinary Maintenance expenses for derailments are split on the All-Share formula, and for storm damage, gate knockdowns and vandalism using the formula representing route miles owned by county.

## **11.3 SCRRRA Policy on Debt**

The purpose of issuing debt is to finance essential capital facilities and equipment. The issuance of debt spreads the cost of the facilities and equipment over their useful life. Historically, SCRRRA has not issued debt for the development of facilities or the purchase of equipment. Rather, the capital has been funded by a combination of federal, state, Member Agency, and other local sources. In the absence of the need to issue debt, SCRRRA has not adopted a formal debt policy.

State law defines the process under which a JPA may issue debt. The Marks-Roos Local Bond Pooling Act (Government Code, Sec. 6584) provided flexibility to a JPA by permitting the identification of future revenues for the maintenance of debt. Under this statute, a JPA is given powers to issue bonds to pay for the cost of capital, including facilities and equipment. The statute requires the establishment of a new Joint Powers Authority for the exclusive purpose of financing capital projects or acquisitions for its members. If future capital funding requirements ever require the issuance of debt, the Member Agencies and SCRRA Board may be asked to review and adopt a debt policy incorporating the establishment of a new joint powers authority as permitted in the Marks-Roos Local Bond Pooling Act.

#### **11.4 SCRRA Leveraged Lease Transactions**

Although SCRRA has never issued debt for the construction of facilities or acquisition of equipment, three U.S. leveraged lease transactions were completed. As of June 2017, all three leases have been terminated and/or defeased in substance. Accordingly, the related debt and investments have been excluded from SCRRA's financial statements.

##### **11.4.1 Remaining Lease Agreement**

In FY1995-96, SCRRA's Board entered into an agreement to lease 94 coach and cab cars and 31 locomotives and simultaneously entered into a sublease agreement with the lessee to lease them back. SCRRA received proceeds of approximately \$193.9 million of which it used approximately \$152.3 million to prepay future lease payments and defease part of its obligation. This prepayment amount was sufficient to cover the loan amount taken by the lessee through the years 2012 and 2014 for the locomotives and the cars, respectively. In addition, the Board invested approximately \$21.2 million in U.S. Zero Coupon Treasury strips. The Treasury strips will mature at values sufficient to cover all remaining lease payments due under the lease agreement as well as amounts necessary to exercise the repurchase options.

As a result of the above, all obligations under this lease/leaseback transaction are considered to be defeased in substance. Additionally, in July 2003, SCRRA entered into a restructured agreement related to the 1996 transaction. The restructuring included 92 coach and cab cars related to the original 1996 transaction; two of the cars in the original transaction were damaged beyond repair in previous years. As a result of this 1996-A restructuring, SCRRA received proceeds of approximately \$2.9 million. The total net gain recognized by SCRRA from this leaseback agreement of \$19.1 million was fully amortized in FY2012-13.

## 11.5 Description of GASB-34 Condition Assessment Ratings

SCRRA, as part of its implementation of Government Accounting Standards Board Pronouncement 34 (GASB-34), has elected to use the Modified Approach for the Metrolink Railroad Infrastructure. Under the modified approach, infrastructure assets that are part of a network, or subsystem of a network, are not required to be depreciated as long as two requirements are met:

1. The government manages the eligible infrastructure assets using a qualified asset management system; and
2. The government documents that the eligible infrastructure assets are being preserved approximately at (or above) a condition level established and disclosed by the government.

As an alternative to conducting a system-wide assessment every three years, SCRRA has chosen to create a Metrolink Rehabilitation Plan (MRP) that thoroughly assesses the condition of SCRRA's key infrastructure assets. The MRP provides a "boots on the ground" approach to the scope and associated costs for both the current backlog and annual costs required to keep the railroad infrastructure at a State of Good Repair (SOGR).

The SCRRA Board adopted the SCRRA Transit Asset Management Plan (TAM Plan) in 2016 with the following overarching goal; "To ensure that a transit agency's assets are maintained and operated in a consistent, measurable SOGR. The TAM Plan provides guideposts by which an agency can track progress toward a mature, data driven asset management system. During 2018, Metrolink also introduced the MRP which is an element of the TAM Plan to better define infrastructure rehabilitation needs.

A team of SCRRA staff and consultants completed a yearlong comprehensive analysis to thoroughly assess the condition of SCRRA's infrastructure assets. These assessments were compiled and documented in the MRP. Based on these assessments within the MRP, the team was able to determine when these assets must be rehabilitated or replaced to support safe, reliable, high-quality and efficient services across SCRRA's rail network.

The MRP is the first report commissioned by SCRRA's engineering department to thoroughly assess the condition of SCRRA's key infrastructure components. This plan focuses on structures, tracks, systems and maintenance vehicles, rolling stock, and facilities. It provides recommendations for the rehabilitation efforts required to ensure safe and reliable operation. SCRRA's major infrastructure assets include: Bridges, Tunnels, Culverts, Track, Turnouts, Grade Crossings, Non-revenue Maintenance-of-Way (MOW) Vehicles, Signal Control Points, Intermediate Signals, Stations, Communication Sites with Positive Train Control (PTC) Antennas, Train Control Centers with Computer-aided Dispatch/PTC, Maintenance Facilities, Pomona Campus Facilities, Layover Yards, Locomotives, and Passenger Cars.

At the direction of SCRRA, infrastructure rehabilitation work was broadly organized into the following rehabilitation categories:

**Backlog** – This rehabilitation category covers a wide range of deferred rehabilitation on assets that are currently obsolete, exceed the age of useful life or a condition assessment indicates is due for rehabilitation. The risks for continuing to defer backlog work are significant and could result in failure.

**State of Good Repair (SOGR)** – This rehabilitation category indicates the recommended level of normalized annual rehabilitation budgeting required to maintain the railroad in a SOGR. An asset under SOGR is able to perform its manufacture design function, not pose an unacceptable identified safety risk, and its life cycle investment needs are met.

The key findings of the MRP include the condition and cost estimates for existing infrastructure Backlog, recommended SOGR, and Special Projects. SCRRA's MRP outlines four general approaches to estimating backlogs and SOGR needs: (1) age, (2) condition, (3) performance, and (4) comprehensive assessment (age, condition, and performance).

Based on these four approaches, SCRRA was able to prioritize reinvestment and rehabilitation needs by tiers. Tier 1 as the highest priority, Tier 2, and Tier 3 as the lowest priority. Guideways and Bridges, Trackwork and Ballasts, PTC and Roadway Crossings have been designated as Tier 1 needs for the first draft of the MRP.

## **11.6 SCRRA Information**

### **11.6.1 Date of Formation**

SCRRA was formed through a Joint Powers Agreement in August 1991.

### **11.6.2 Form of Government**

SCRRA operates as a Joint Exercise of Powers Authority.

### **11.6.3 Purpose**

The purpose of SCRRA is to plan, design, create and administer the operation of regional passenger rail lines.

### **11.6.4 Member Agencies**

There are five Member Agencies associated with SCRRA: Los Angeles County Metropolitan Transportation Authority (Metro), Orange County Transportation Authority (OCTA), Riverside County Transportation Commission (RCTC), San Bernardino County Transportation Authority (SBCTA), and Ventura County Transportation Commission (VCTC).



### 11.6.5 Counties Served

SCRRA serves Los Angeles County, Orange County, Riverside County, San Bernardino County, Ventura County and San Diego County.

### 11.7 SCRRA Statistical Information

<b>Population by County</b>	Los Angeles County	10.3 million
	Orange County	3.2 million
	Riverside County	2.4 million
	San Bernardino County	2.2 million
	San Diego County	3.4 million
	Ventura County	<u>0.9 million</u>
	Total Population:	22.4 million
	California Population	40.0 million
% of State Population located within SCRRA Service Area		56%
<b>Route Miles in System (Duplicated)</b>	Los Angeles County	220
	Orange County	117
	Riverside County	82
	San Bernardino County	41
	Ventura County	39
	San Diego County	<u>38</u>
	Total Miles:	537
<b>Route Miles (Unduplicated)</b>	Los Angeles County	184
	Orange County	67
	Riverside County	58
	San Bernardino County	41
	Ventura County	39
	San Diego County	<u>19</u>
	Total Miles:	408
<b>Available Equipment</b>	Locomotives	55
	Cab Cars	46
	Coaches	166

<b>Stations</b>	Los Angeles County	27
	Orange County	12
	Riverside County	9
	San Bernardino	8
	Ventura County	5
	San Diego County	<u>1</u>
	Total Stations:	62
<b>Ticket Vending Machines</b>	Installed TVMs	133
	Test TVMs	1 installed, 1 pending
	Validators Installed	Removal project stated and now on Hold (no data available now)
	Ticket Office Machines	3 installed, include test TOM and 2 to be installed at a future date
<b>Projected Number of Annual Auto Trips Removed in FY2019-20</b>		7,731,098
<b>Percent of peak hour Freeway Traffic Removed on I-10 and SR 60 corridor (FY19)</b>		up to 25%
<b>Average Metrolink weekday Trip Length (FY19)</b>		36.0 miles
<b>Percent of Metrolink Weekday Riders Formerly Driving Alone (FY18)</b>		86%

## Percent of Minority Riders by Line Corridor (FY18)

San Bernardino Line	73%
Riverside Line	78%
Antelope Valley Line	67%
Ventura County Line	52%
Orange County Line	63%
Inland Empire-OC Line	61%
91 Line	69%

### 11.8 Glossary of Budget Terms

**Approved Budget:** The official budget as approved by the five Member Agencies and the SCRRA Board of Directors.

**Adopted Budget:** The approved budget as Adopted by the SCRRA Board of Directors during a fiscal year.

**Appropriation:** Legal authorization to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and to the time it may be expended.

**Operating Budget:** A plan of financial operations comprised of estimated expenditures for a given period (one fiscal year) and the means of revenue generation to finance the expenditures.

**Capital Program:** The program consists of two major components: Rehabilitation and New Capital projects.

**Carryover:** Estimated outstanding budgeted project amounts as of June 30<sup>th</sup> of each fiscal year that includes the unspent portion of projects assigned number and currently in process, and projects not yet assigned numbers but approved prior to June 30<sup>th</sup>.

**Contracted Services:** Services rendered by external parties in support of SCRRA operations and other activities. These are based upon formal contracts or purchase orders.

**Cost Center:** The accounting designated summary of all expenditures related to an individual SCRRA department.

**Department:** An organizational subgroup of SCRRA.

**Expenditures/Expenses:** An *expense* is the cost of operations that a company incurs to generate revenue or perform other tasks necessary to the mission of the enterprise.

**Extraordinary Maintenance:** The expenditures related to repairing damages due to vandalism, crossing gate knockdowns, accidents, derailments, fires, storms, other severe weather conditions, and other force majeure incidents.

**Farebox Revenue:** Fares received from passengers for travel on Metrolink trains.

**Farebox Recovery:** Ratio of farebox revenue to total expenses net of rolling stock leases.

**Fiscal Year:** A 12-month period to which the annual budget applies and at the end of which SCRRA determines its financial position, the results of its operations and capital program, and adopts a budget for the coming fiscal year. SCRRA's fiscal year is from July 1 through June 30.

**Full-Time Equivalent (FTE):** A full-time position equivalent.

**Member Agency(ies):** The designated and defined five county entities in the Joint Powers of Authority agreement: Los Angeles County Metropolitan Transportation Authority (Metro), Orange County Transportation Authority (OCTA), Riverside County Transportation Commission (RCTC), San Bernardino County Transportation Authority (SBCTA), and Ventura County Transportation Commission (VCTC).

**Modes:** Discrete business units of operation within an organization. SCRRA business modes are Train Operations, MOW, New Capital, Rehabilitation and Third-Party Agreements.

**Operating Budget:** A financial forecast that focuses on everyday operating activities and programs. For SCRRA, the Operating Budget includes Train Operations, Maintenance-of-Way and Insurance Expense.

**Positive Train Control (PTC):** GPS-based safety technology capable of preventing train-to-train collisions, over speed derailments, unauthorized incursion into work zones and train movement through switches left in the wrong position. PTC monitors and, if necessary, controls train movement in the event of human error. PTC can also bring trains to a safe stop in the event of a natural disaster.

**Preliminary Budget:** A budget in its preliminary preparation stage prior to adoption by the SCRRA Board of Directors.

**Special Trains:** Revenue trains not included in the regularly scheduled timetable.

**Rehabilitation Expenditure:** Those expenditures that refurbish or replace worn-out assets with like or improved assets and thus extend the useful life of these capital assets. Such costs are generally capitalized.

**Revenue:** Monies that SCRRA receives as income in the form of farebox revenue, payments from other railroads, local funds for operating or capital, grants, interest, and advertising, among others.

**Revenue Recovery:** The ratio of Operating Revenues to Operating Expenses net of Rolling Stock Lease.

**Ridership:** The number of trips in a single direction by passengers on Metrolink trains.

**Salary and Fringe Benefit Expenses:** Compensation paid to or on behalf of SCRRA employees for salaries, wages, overtime, and benefits.

## 11.9 Key Acronyms Associated with Southern California Regional Rail Authority

AAR	Association of American Railroads
ADA	Americans with Disabilities Act
AFCOM	Audit and Finance Committee
Amtrak	National Railroad Passenger Corporation (Intercity Rail Service)
APTA	American Public Transportation Association
AQMD	Air Quality Management District
ARRA	American Recovery and Reinvestment Act
BNSF	Burlington Northern Santa Fe Railroad
CAFR	Comprehensive Annual Financial Report
Caltrans	California Department of Transportation
CAM	Capital Asset Management
CARES	Coronavirus Aid, Relief, and Economic Security Act
CEQA	California Environmental Quality Act
CMAQ	Congestion Mitigation Air Quality
CMF	Central Maintenance Facility
CPP	Corporate Partner Program
COMS	Contracts, Operations, Maintenance, and Safety Committee
CTC	California Transportation Commission
DBE	Disadvantaged Business Enterprises
DOC	Dispatching Operations Center
DOL	Federal Department of Labor
DOT	Federal Department of Transportation
ECOM	Executive Committee
EIR	Environmental Impact Report
EIS	Environmental Impact Study
EPA	Federal Environmental Protection Agency
ETC	Employer Transportation Coordinator
FCR	Flexible Congestion Relief
FHWA	Federal Highway Administration
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
GHG	Green House Gas
GPM	Gallons per Mile
ICAP	Indirect Cost Allocation Plan
IEOC	Inland Empire to Orange County Line
ISTEA	Intermodal Surface Transportation Efficiency Act
ITS	Intelligent Transportation System
JPA	Joint Powers Authority
LinkUS	Link Union Station
MAP-21	Moving Ahead for Progress in the 21st Century Act (P.L. 112-141)
MAAC	Member Agency Advisory Committee
Metro	Los Angeles County Metropolitan Transportation Authority
MRP	Metrolink Infrastructure Rehabilitation Plan
MOC	Metrolink Operations Center
MOW	Maintenance-of-Way

LNG	Liquefied Natural Gas
MOU	Memorandum of Understanding
MTA	Los Angeles County Metropolitan Transportation Authority
OM	Ordinary Maintenance
O&M	Operations and Maintenance
OCMF	Orange County Maintenance Facility
OCTA	Orange County Transportation Authority
PA/CMS	Public Address/Changeable Message Sign
PDIP	Project Delivery Improvement Plan
PERS	Public Employees Retirement System
PRESS	Passenger Rail Equipment Safety Standards
PTC	Positive Train Control
PTEC	Project – Task – Expense type – Cost Center (Accounting Code Structure)
RCI	Railroad Condition Index
RCTC	Riverside County Transportation Commission
ROW	Right-of-Way
RTIP	Regional Transportation Improvement Program
RTPA	Regional Transportation Planning Agency
SBCTA	San Bernardino County Transit Authority
SCAG	Southern California Associated Governments
SCAQMD	South Coast Air Quality Management District
SCORE	Southern California Optimized Rail Expansion
SCRRA	Southern California Regional Rail Authority
SHA	State Highway Account
SPRR	Southern Pacific Railroad
STA	State Transit Assistance
STIP	State Transportation Improvement Plan
STP	Surface Transportation Program
TAM	Transit Asset Management
TCI	Transit Capital Improvement (funds/program)
TDA	Transportation Development Act
TEA-21	Transportation Equity Act for the 21 <sup>st</sup> Century
TIP	Transportation Improvement program
TPA	Third-Party Agreement
TSM	Transportation Systems Management
TVD	Ticket Vending Device
TVM	Ticket Vending Machine
UP	Union Pacific Railroad
VCTC	Ventura County Transportation Commission
VMT	Vehicle Miles Traveled

## 11.10 Exhibits

**Exhibit 11.1: FY2020-21 Formulae Used to Allocate Expenses by Member Agency** lists the allocation categories and the percentages allocated for each across Member Agencies in the FY2020-21 Budget.

**Exhibit 11.2: FY2020-21 Formulae Used to Allocate Expenses by Line** lists the allocation categories and the percentages allocated for each across the operating rail lines in the FY2020-21 Budget.



**Exhibit 11.1 FY2020-21 Formulae Used to Allocate Expenses by Member Agency**

<b>Allocation</b>	<b>METRO</b>	<b>OCTA</b>	<b>RCTC</b>	<b>SBCTA</b>	<b>VCTC</b>
Train Miles Lagged (FY19)	51.92%	23.55%	9.75%	11.62%	3.16%
FY21 Budget Train Miles (Base Services)	51.80%	22.14%	10.74%	11.34%	3.98%
FY21 Budget Train Miles (All Services)	50.17%	24.89%	10.55%	11.26%	3.13%
Revenue Moves Thru LAUS	60.26%	16.30%	6.63%	13.29%	3.52%
Unduplicated Stations (Includes Buena Park)	44.26%	19.67%	14.75%	13.11%	8.20%
TVMs (Excludes TOMs & Flower Street)	41.60%	23.20%	17.60%	11.20%	6.40%
Ridership Lagged (FY18)	49.17%	25.89%	9.29%	12.11%	3.54%
Current Ridership w/o IEOC (Transfer Payments)	56.01%	20.30%	6.29%	13.33%	4.07%
FY20 Fare Revenue	47.71%	26.34%	10.01%	12.45%	3.49%
75% Train Miles Lagged/25% Unduplicated Stations	50.00%	22.58%	11.00%	12.00%	4.42%
S.B. Line Train Miles	58.60%	0.00%	0.00%	41.40%	0.00%
S.B. Weekend	58.60%	0.00%	0.00%	41.40%	0.00%
S.B. Incremental (100% SBCTA)	0.00%	0.00%	0.00%	100.00%	0.00%
Ventura Line Train Miles	59.55%	1.70%	0.72%	1.02%	37.01%
A.V. Line Train Miles (combine wk and we)	100.00%	0.00%	0.00%	0.00%	0.00%
Riverside Line Train Miles	60.32%	0.00%	23.40%	16.28%	0.00%
O.C. Line Train Miles (combine wk and we)	29.90%	70.10%	0.00%	0.00%	0.00%
O.C. Line Train Miles - Incremental (100% OCTA)	0.00%	100.00%	0.00%	0.00%	0.00%
O.C. MSEP	0.00%	100.00%	0.00%	0.00%	0.00%
IEOC Line Train Miles	0.00%	62.45%	31.48%	6.07%	0.00%
91 Line Train Miles	25.63%	24.56%	49.41%	0.40%	0.00%
Route Miles Dispatched	59.12%	17.76%	7.80%	9.80%	5.52%
All-Share (MoW)	47.50%	19.80%	11.10%	14.40%	7.20%
All-Share (MoW) w/o IEOC/MSEP	47.50%	19.80%	11.10%	14.40%	7.20%
Route Miles Owned (MoW Storm Damage)	58.58%	14.30%	9.53%	10.66%	6.93%
Undup Route Miles (Excludes S.D.)	47.44%	17.23%	14.88%	10.50%	9.95%
MTA Train Miles	100.00%	0.00%	0.00%	0.00%	0.00%
OCTA Train Miles	0.00%	100.00%	0.00%	0.00%	0.00%
RCTC Train Miles	0.00%	0.00%	100.00%	0.00%	0.00%
SBCTA Train Miles	0.00%	0.00%	0.00%	100.00%	0.00%
VCTC Train Miles	0.00%	0.00%	0.00%	0.00%	100.00%

## Exhibit 11.2 FY2020-21 Formulae Used to Allocate Expenses by Line

Allocation	San Bernardino	Ventura	Antelope Valley	Riverside	Orange County	OC MSEP	IEOC	91/PVL
Train Miles Lagged (FY19)	23.83%	8.76%	21.70%	6.78%	15.52%	3.25%	12.00%	8.16%
FY21 Budget Train Miles (Base Services)	21.95%	10.78%	20.25%	8.10%	16.51%	0.00%	12.88%	9.53%
FY21 Budget Train Miles (All Services)	22.85%	7.91%	19.63%	6.34%	19.31%	0.93%	12.04%	10.99%
Revenue Moves Thru LAUS	29.90%	10.91%	19.50%	8.07%	20.36%	0.00%	0.00%	11.26%
Unduplicated Stations (Includes Buena Park)	19.95%	16.67%	16.67%	9.00%	10.11%	4.10%	11.48%	12.02%
TVMs (Excludes TOMs & Flower Street)	17.73%	14.53%	16.13%	7.87%	11.07%	4.53%	14.67%	13.47%
Ridership Lagged (FY18)	24.62%	9.19%	15.62%	8.06%	22.85%	1.15%	11.02%	7.49%
Current Ridership w/o IEOC (Transfer Payments)	28.62%	10.37%	17.78%	8.90%	25.84%	0.00%	0.00%	8.49%
FY20 Fare Revenue	22.80%	9.10%	13.28%	9.42%	24.48%	0.26%	11.57%	9.09%
75% Train Miles Lagged/25% Unduplicated Stations	22.86%	10.73%	20.44%	7.34%	14.17%	3.46%	11.87%	9.13%
S.B. Line Train Miles	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
S.B. Weekend	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
S.B. Incremental (100% SBCTA)	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Ventura Line Train Miles	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
A.V. Line Train Miles (combine wk and we)	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Riverside Line Train Miles	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
O.C. Line Train Miles (combine wk and we)	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
O.C. Line Train Miles - Incremental (100% OCTA)	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
O.C. MSEP	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%
IEOC Line Train Miles	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
91 Line Train Miles	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Route Miles Dispatched	29.25%	15.30%	26.40%	2.07%	6.48%	5.66%	6.44%	8.40%
All-Share (MoW)	21.94%	15.10%	15.90%	13.84%	16.85%	0.00%	13.43%	2.94%
All-Share (MoW) w/o IEOC/MSEP	25.34%	17.44%	18.37%	15.98%	19.47%	0.00%	0.00%	3.40%
Route Miles Owned (MoW Storm Damage)	25.54%	18.66%	31.65%	0.65%	4.86%	4.80%	4.76%	9.08%
Undup Route Miles (Excludes S.D.)	14.59%	16.62%	18.06%	14.98%	7.70%	2.74%	11.32%	13.99%
MTA Train Miles	24.83%	12.39%	39.10%	9.43%	9.53%	0.00%	0.00%	4.72%
OCTA Train Miles	0.00%	0.83%	0.00%	0.00%	52.26%	0.00%	36.34%	10.57%
RCTC Train Miles	0.00%	0.72%	0.00%	17.65%	0.00%	0.00%	37.77%	43.86%
SBCTA Train Miles	80.17%	0.97%	0.00%	11.62%	0.00%	0.00%	6.91%	0.34%
VCTC Train Miles	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

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