

# Appendix A: Pace Overview

## Organizational Overview

The Pace organization's staffing requirements can be classified into four primary categories: administration, central support, Pace-owned divisions and Regional ADA services. Within each category, employees are further classified into four activity areas: operations, maintenance, non-vehicle maintenance and administration. These activity areas are defined by the National Transit Database (NTD) reporting requirements which apply to all public transit operators.

The administration category for 2012 is budgeted at 179 filled full-time equivalents (FTEs), an increase of six positions over 2011 estimated levels. The growth in FTE's is attributed to one added position in Strategic Planning, three positions under the newly created Office of the Inspector General, and two less vacancies in administration for 2012.

The central support category for 2012 is budgeted at 83 filled FTE positions and reflects no change from the previous year.

The Pace division element is comprised of nine Pace division garages and is budgeted at 1,183 filled FTE positions for 2012. The increase of 23 positions over prior year levels accommodates increased service levels that have resulted from the transfer of service from a private contract provider.

The Regional ADA Budget includes 36 FTE positions for 2012 and reflects no change from the previous year.

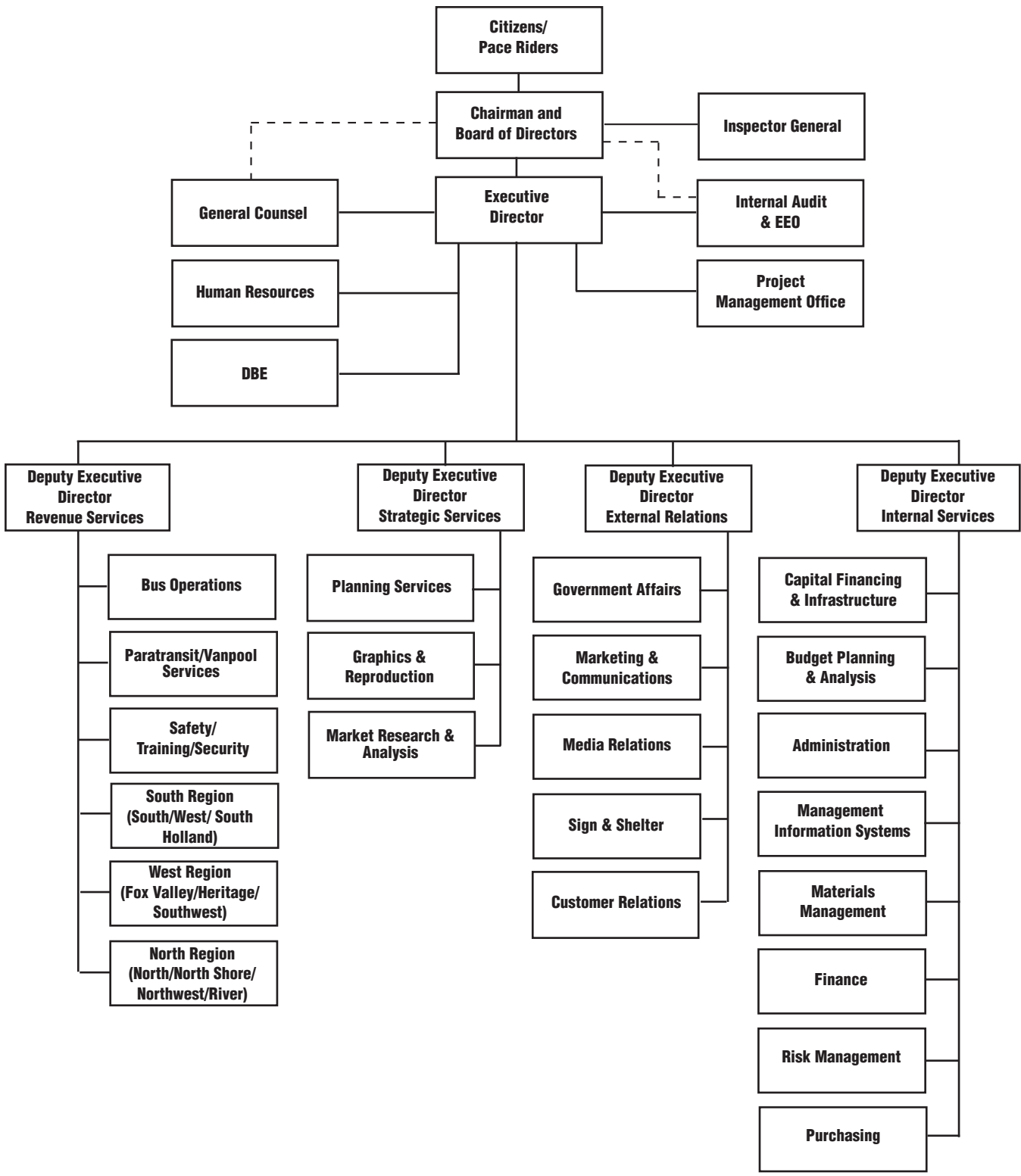
Pace's administrative function is organized into four main units: Internal Services, Revenue Services, External Relations and Strategic Services. Each area is headed by a Deputy Executive Director who reports to the Executive Director. General Counsel, Internal Audit, Human Resources, DBE and Organization Development also report directly to the Executive Director. New for this year is the addition of the Office of the Inspector General which will report to the Board of Directors.

All areas of the organization are shown on the organization chart on page 54. An overview of each department's duties and responsibilities is presented on pages 55 and 56.

**Table 34. Full-Time Equivalent Personnel (FTE's)**

<b>2010 ACTUAL</b>					
	<b>Area:</b>	<b>Admin</b>	<b>Central Support</b>	<b>Pace Divisions</b>	<b>Total</b>
<b>Activity</b>					
Operations		0	36	907	943
Maintenance		0	39	205	244
Non-Vehicle Maintenance		0	8	15	23
Administration		173	0	33	206
Suburban Service Total		173	83	1,160	1,416
Regional ADA Paratransit		36	0	0	36
<b>Total</b>		<b>209</b>	<b>83</b>	<b>1,160</b>	<b>1,452</b>
<b>2011 ESTIMATED</b>					
	<b>Area:</b>	<b>Admin</b>	<b>Central Support</b>	<b>Pace Divisions</b>	<b>Total</b>
<b>Activity</b>					
Operations		0	36	907	943
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<b>2012 BUDGET</b>					
	<b>Area:</b>	<b>Admin</b>	<b>Central Support</b>	<b>Pace Divisions</b>	<b>Total</b>
<b>Activity</b>					
Operations		0	36	930	966
Maintenance		0	39	205	244
Non-Vehicle Maintenance		0	8	15	23
Administration		179	0	33	212
Suburban Service Total		179	83	1,183	1,445
Regional ADA Paratransit		36	0	0	36
<b>Total</b>		<b>215</b>	<b>83</b>	<b>1,183</b>	<b>1,481</b>

**Chart I. Pace Organizational Chart**



**Table 35. Pace's 2012 Operating Budget - Department Budgeted Positions**

	2010 Actual	2011 Budget	2012 Budget
<b>Office of the Inspector General</b>	<b>0.0</b>	<b>0.0</b>	<b>3.0</b>
<b>Office of the Executive Director</b>	3.0	3.0	3.0
General Counsel	6.0	6.0	6.0
Internal Audit	6.0	6.0	6.0
Human Resources	8.5	8.5	8.5
Project Management Office	2.0	2.0	2.0
<b>TOTAL</b>	<b>25.5</b>	<b>25.5</b>	<b>25.5</b>
<b>Revenue Services</b>			
Deputy Executive Director, Revenue Services	5.0	5.0	5.0
Bus Operations	9.5	9.5	9.5
Maintenance/Technical Services	24.0	24.0	24.0
Vanpool	16.0	16.0	16.0
Paratransit	12.0	12.0	12.0
Safety	4.0	4.0	4.0
Pace Divisions:			
Bus Operators	840.0	840.0	863.0
Operations Supervisors	67.0	67.0	67.0
Maintenance	205.0	205.0	205.0
Non-Vehicle Maintenance	15.0	15.0	15.0
Administration	33.0	33.0	33.0
<b>TOTAL</b>	<b>1,230.5</b>	<b>1,230.5</b>	<b>1,253.5</b>
<b>Internal Services</b>			
Deputy Executive Director, Internal Services	2.0	2.0	2.0
Capital Financing & Infrastructure	16.0	16.0	16.0
Budget Planning	6.0	6.0	6.0
Materials Management	16.0	16.0	16.0
Purchasing	8.0	8.0	9.0
Risk Management	4.0	4.0	3.0
Administration	4.0	4.0	4.0
Finance	25.0	25.0	25.0
MIS	30.0	30.0	30.0
<b>TOTAL</b>	<b>111.0</b>	<b>111.0</b>	<b>111.0</b>
<b>Strategic Services</b>			
Deputy Executive Director, Strategic Services	2.0	2.0	2.0
Graphic Services	7.0	7.0	7.0
Market Research/Analysis	3.0	3.0	3.0
Planning Services	32.5	28.5	29.5
<b>TOTAL</b>	<b>44.5</b>	<b>40.5</b>	<b>41.5</b>
<b>External Relations</b>			
Deputy Executive Director, External Relations	2.0	2.0	2.0
Government Affairs	7.5	11.5	11.5
Marketing & Communications	5.0	5.0	5.0
Media Relations	1.0	1.0	1.0
Customer Relations	4.0	4.0	4.0
Sign/Shelter	4.0	4.0	4.0
<b>TOTAL</b>	<b>23.5</b>	<b>27.5</b>	<b>27.5</b>
<b>Total Suburban Service</b>	<b>1,435.0</b>	<b>1,435.0</b>	<b>1,462.0</b>

	2010 Actual	2011 Budget	2012 Budget
<b>Regional ADA</b>			
City ADA Paratransit	30.0	30.0	30.0
Suburban Service Allocation	6.0	6.0	6.0
<b>Total Regional ADA</b>	<b>36.0</b>	<b>36.0</b>	<b>36.0</b>
<b>TOTAL Suburban Service and Regional ADA</b>	<b>1,471.0</b>	<b>1,471.0</b>	<b>1,498.0</b>
Suburban Service Vacancy Factor	(13.0)	(13.0)	(11.0)
ADA Allocation	(6.0)	(6.0)	(6.0)
<b>TOTAL - With Vacancy Factors</b>	<b>1,452.0</b>	<b>1,452.0</b>	<b>1,481.0</b>

### Departmental Overview

A detailed description of each department is provided as follows.

#### Office of the Inspector General

*Office of the Inspector General:* Responsible for promoting and ensuring the accountability and integrity of the administration of programs and operations at Pace. Essential functions include audits, inspections, evaluations and investigations of all official functions of Pace.

#### Office of the Executive Director

*Office of the Executive Director:* The Executive Director is responsible for overall management of the agency including all staffing, employment and contractual relationships necessary to carry out the powers of the Suburban Bus Board (Pace) in accordance with the RTA Act.

*General Counsel:* Responsible for reviewing contracts, monitoring litigation, handling claim defense litigation and assuring legal compliance with all required federal, state and local regulations.

*Internal Audit:* Responsible for directing performance, financial and compliance audits to ensure maintenance of organizational and professional ethical standards.

*Human Resources:* Responsible for recruitment, compensation, benefit administration, employee relations and development of the agency's human resource policies/procedures.

*Project Management Office:* Responsible for providing centralized project management services including standardization of processes, tracking, reporting and communication. Training & Development for the agency is also managed through this office.

*DBE:* Responsible for agency DBE compliance with regulatory agencies. Sets DBE performance goals, assesses and reports on performance of the program. Reviews contract specifications for DBE participation.

## Departmental Overview

### Internal Services

*Budget Planning:* Responsible for budget planning, analysis and management reporting. Performs special analysis and reporting on financial impact topics. Produces quarterly reports to RTA. Prepares annual budget document and materials for public hearings.

*Capital Financing and Infrastructure:* Responsible for capital budgeting and grants administration, real estate management, design, engineering and construction of all fixed facilities, environmental management and facility maintenance management.

*Finance:* Responsible for managing Pace's financial activities including all accounting and treasury & revenue services. Produces monthly and annual financial statements, national transit database reporting and all regulatory financial compliance reporting. Oversees the 401(k) plan and pension plan performance.

*Management Information Systems:* Responsible for direction and provision of all information technology systems for the agency. The department includes client services, systems and procedures, telecommunications, internet services and GIS.

*Purchasing:* Responsible for directing and coordinating all purchasing and procurement activities and contracting services.

*Materials Management:* Responsible for all parts and supply inventories at Pace operating divisions. Procurement of non-routine bus maintenance components. Develops vehicle component contract specifications.

*Risk Management:* Responsible for managing risk exposures, protecting assets, securing insurance coverages, claim handling and risk transfer functions.

*Administration:* Responsible for Pace headquarters facilities maintenance, building security, space planning, utilities, fleet management, purchasing card program, records management and related policies/procedures.

### Strategic Services

*Planning Services:* Responsible for all fixed route planning and scheduling including, but not limited to, the creation of operator run-picks (work schedules) and bus schedules. Also includes identification of new service opportunities, schedule modifications and service reductions. Produces ridership reporting, performance measures, on-time performance measures and other operational data.

*Graphic Services:* Responsible for designing/producing communication pieces, providing audio/visual communication resources and print production of bus schedules and other printed materials.

*Market Research/Analysis:* Responsible for managing customer satisfaction measurement and reporting as well as special studies that support business objectives.

### Revenue Services

*Bus Operations:* Responsible for managing and controlling the provision of bus service contracts and direct operations of Pace's owned and subsidized fixed route service providers.

*Paratransit/Vanpool:* Responsible for the management and control of Pace's suburban dial-a-ride paratransit program, the VIP Advantage and corporate vanpool programs as well as the Regional (City and Suburban) ADA paratransit programs.

*Safety/Training/Security:* Responsible for safety and training programs for all Pace fixed route and paratransit direct operations and contract operations. Establishes program guidelines and assures compliance with regulatory requirements. Assures security and safety of Pace assets, employees and passengers.

*Pace Divisions:* Regional management (South, West and North) oversees and manages the employees and the provision of fixed route services from Pace's nine operational garages and support facilities. Each area is under the direction of a Regional Manager who is responsible for the day-to-day operations of fixed route services and all related activities including, but not limited to employment, work assignment, collective bargaining, equipment and facility preventative maintenance, reporting and employee safety oversight (in coordination with the Safety Department).

### External Relations

*Government Affairs:* Responsible for coordinating governmental outreach campaigns as well as planning and directing legislative strategies.

*Marketing & Communications:* Responsible for planning, developing and administering marketing programs to promote the agency and its services to the public.

*Media Relations:* Responsible for managing the organization's external communications with stakeholders. Serves as the organization's primary media contact.

*Customer Relations:* Responsible for handling customer inquiries and schedule information to Pace customers. Administers customer management system for tracking customer complaints, produces customer complaints metrics and follows up with responsible business units.

*Sign/Shelter:* Responsible for installation and maintenance of Pace's network of bus stop shelters and signage. Oversees field activities for ad shelter program contractors.

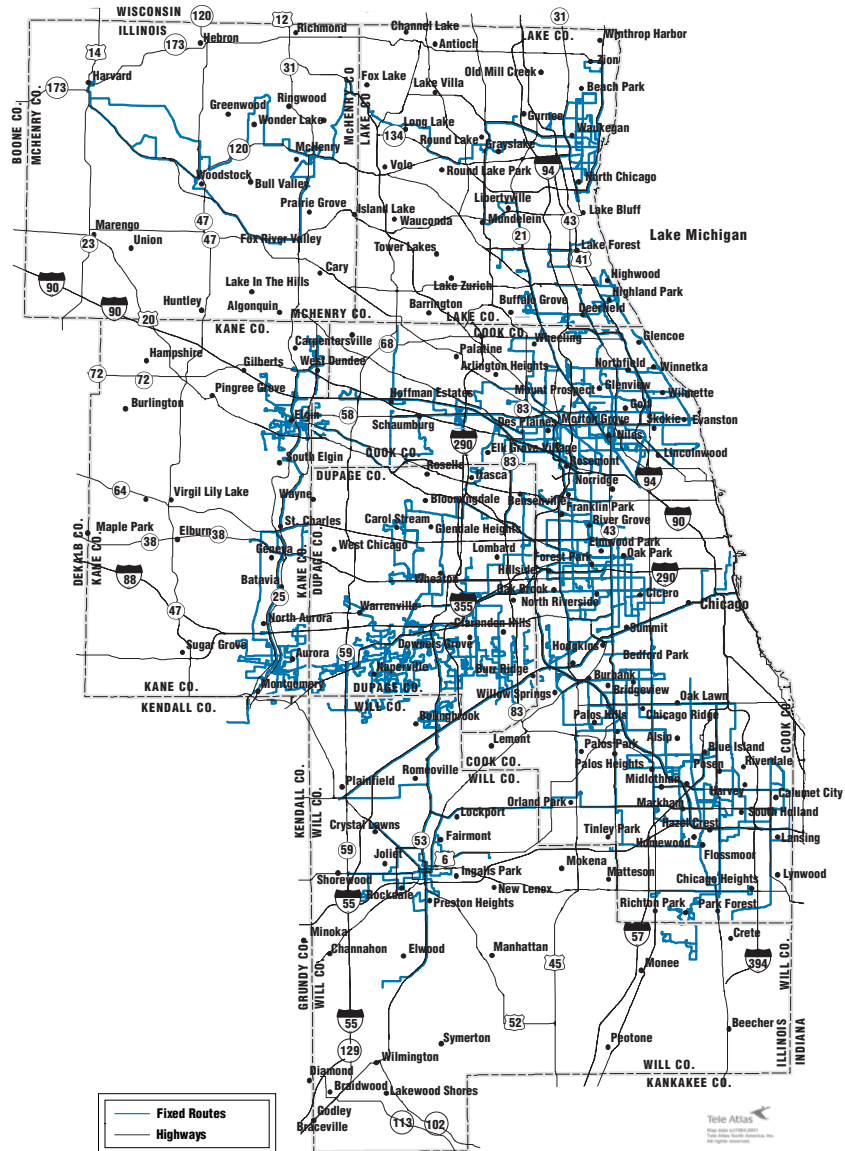
# Fixed Route Service Characteristics

The following map and description summarizes the operating characteristics of the Fixed Route system.

## Fixed Route Service

137 regular, 35 feeder routes, 15 shuttle routes, numerous special event services, and 7 seasonal routes are operated by Pace. These routes serve 220 communities and carry over 2.440 million riders per month utilizing 579 vehicles during peak periods.

Map 1. Fixed Route Service Characteristics



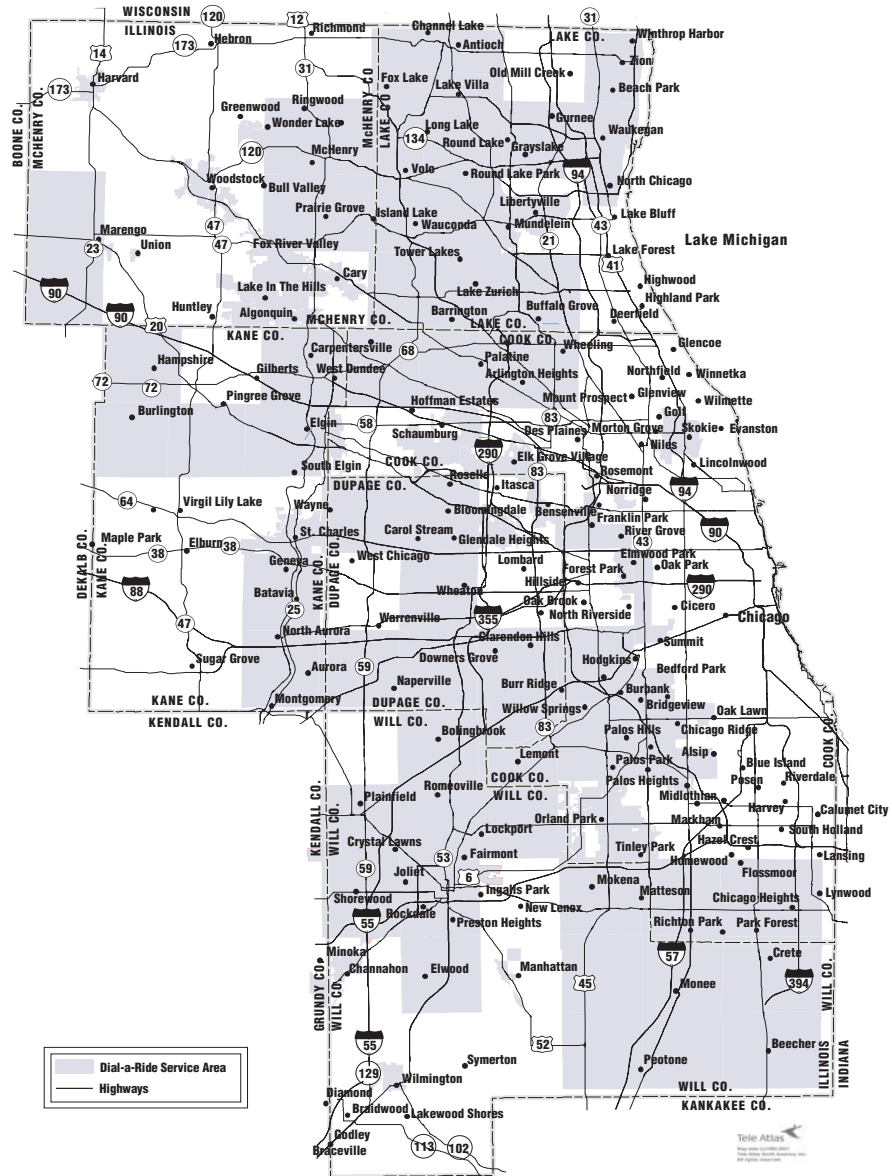
## Dial-A-Ride Service Characteristics

The following map and description summarizes the operating characteristics of the dial-a-ride system.

### Dial-a-Ride

157 Pace-owned lift-equipped vehicles are utilized to provide curb-to-curb service to approximately 106,070 riders each month. The majority are elderly and/or have disabilities. Pace contracts directly with private providers for the operation of 46 dial-a-ride projects and has grant agreements with villages and townships for the operation of 22 other dial-a-ride projects. Also, three other projects are operated by Pace River Division. These 68 projects provide services to over 210 communities throughout the six county area.

Map 2. Dial-A-Ride Service Characteristics





# City ADA Paratransit Service Characteristics

## City ADA Paratransit

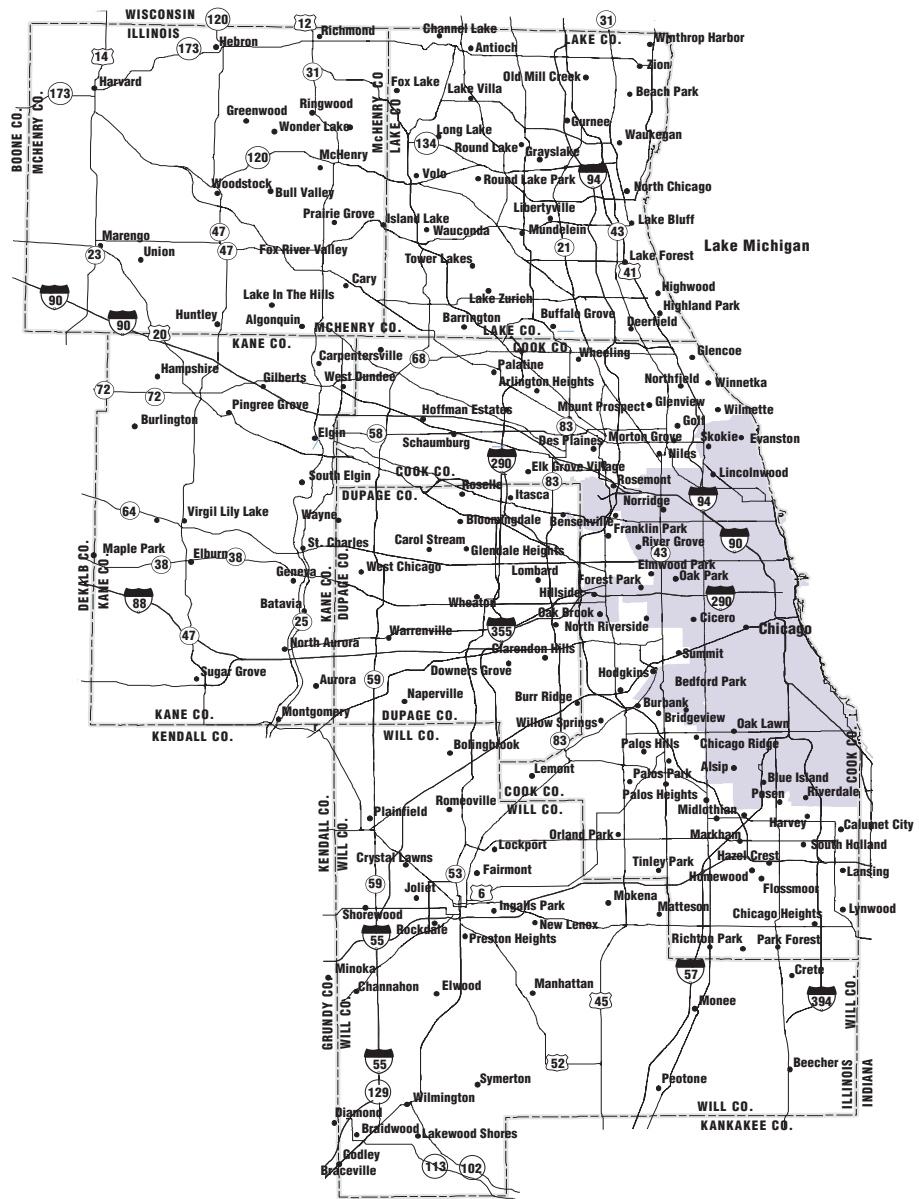
Four ADA Paratransit service contractors provide ADA Paratransit services to locations within 3/4 mile of CTA bus routes and up to a 3/4 mile radius of each CTA rail station.

The area served essentially covers the City of Chicago and close-in suburban communities served by regular CTA services.

In efforts to improve efficiency, a zone system was implemented for all four contract service providers in spring 2008. SCR Transportation is the service provider for Zone 1, South Region. Cook-DuPage Transportation (CDT) provides service in Zone 2, Central Region. MV Transportation provides service in Zone 3, North Region. Jay's Transportation also provides service throughout the zones.

614 contractor-owned vehicles are used to provide service to over 217,804 riders each month. Each contractor can provide service anywhere within the City ADA service area.

Map 4. City ADA Paratransit Service Characteristics



## Pace Rolling Stock—Active Fleet

**Table 36. Pace Rolling Stock - Active Fleet  
Fixed Route (Fully Accessible)**

Manufacturer	Year	# of Vehicles	Age	Length
NABI	1999	30	12	35'
NABI	1999	16	12	40'
Chance Trolleys	2000	7	11	25'
Orion	2000	85	11	40'
Orion	2001	66	10	40'
MCI	2002	8	9	40'
NABI	2003	84	8	35'
NABI	2003	98	8	40'
Orion	2004	6	7	40'
NABI	2005	60	6	40'
Eldorado	2006	102	5	30'
Eldorado	2007	38	4	30'
Eldorado	2008	5	3	32'
Eldorado	2009	25	2	30'
Eldorado	2010	58	1	30'
Total		688		

Average Age 7.2 years

### Paratransit (Fully Accessible)

Manufacturer	Year	# of Vehicles	Age	Length
Eldorado Buses	2008	145	3	23'
Eldorado Vans	2009	28	2	19'
Eldorado Buses	2009	69	2	23'
Eldorado Vans	2010	20	1	19'
Eldorado Buses	2010	170	1	23'
Startrans Hybrid	2010	10	1	23'
Total		442		

Average Age 1.9 years

### Vanpool

Manufacturer	Year	# of Vehicles	Age	Length
Vans	1998	4	13	Various
Vans	2000	5	11	Various
Vans	2001	10	10	Various
Vans	2002	16	9	Various
Vans	2003	53	8	Various
Vans	2004	16	7	Various
Vans	2005	82	6	Various
Vans	2006	147	5	Various
Vans	2007	78	4	Various
Vans	2008	58	3	Various
Vans	2009	86	2	Various
Vans	2010	84	1	Various
Vans	2011	59	0	Various
Total		698		

Average Age 4.1 years

### Community Based Service

Manufacturer	Year	# of Vehicles	Age	Length
Vans	2002	1	9	Various
Vans	2006	13	5	Various
Champion Crusader	2007	28	4	22'
Vans	2007	20	4	Various
Sedans	2007	2	4	Various
Vans	2008	2	3	Various
Vans	2009	5	2	Various
Champion Crusader	2009	25	2	22'
Vans	2010	3	1	Various
Vans 2011	2011	3	0	Various
Total		102		

Average Age 3.4 years



## Pace System Infrastructure

Pace's garages provide inside bus storage for nearly 600 buses with a total building size of over 1.0 million square feet.

### Fixed Facilities Owned or Operated by Pace

#### Garages/Administrative Headquarters

- A. Pace River Division  
975 S. State, Elgin  
63,000 square feet, 1989
- B. Pace Fox Valley Division  
400 Overland Dr., North Aurora  
56,800 square feet, 1994
- C. Pace Heritage Division  
9 Osgood St., Joliet  
57,000 square feet, 1926 and 1985
- D. Pace North Division  
1400 W. Tenth St., Waukegan  
57,800 square feet, 1987
- E. Pace West Division  
3500 W. Lake St., Melrose Park  
221,570 square feet, 1986
- F. Pace Southwest Division  
9889 Industrial Dr., Bridgeview  
81,500 square feet, 1994
- G. Pace South Division  
2101 W. 163rd Place, Markham  
191,000 square feet, 1988
- H. Pace Northwest Division  
900 E. Northwest Hwy.,  
Des Plaines  
83,700 square feet, 1962
- J. City of Highland Park\*  
1150 Half Day Road,  
Highland Park
- K. Village of Niles\*  
7104 Touhy Ave., Niles
- L. Pace North Shore Division  
2330 Oakton St., Evanston  
81,500 square feet, 1995
- M. Pace Administrative  
Headquarters  
550 W. Algonquin Rd.,  
Arlington Heights  
65,000 square feet, 2009
- N. South Holland  
Acceptance Facility  
405 W. Taft Dr., South Holland  
44,700 square feet, 1984
- O. Pace Paratransit Garage  
5007 Prime Parkway, McHenry  
28,097 square feet, 2001
- P. Pace Print Shop  
86 Lively Blvd., Elk Grove Village  
3,500 square feet, 2010 (Leased Premises)

\*Municipal Garages

Pace has established numerous passenger facilities throughout the region. The facilities provide convenient transfers and connections between our services and those provided by CTA and Metra.

#### ▲ Transportation and Transfer Centers

##### Aurora Transportation Center

Aurora

##### Buffalo Grove Transportation Center

Buffalo Grove

##### Chicago Heights Transfer Center

Chicago Heights

##### Elgin Transportation Center

Elgin

##### Gurnee Mills Transfer Facility

Gurnee

##### Harvey Transportation Center

Harvey

##### Northwest Transportation Center/Charles Zettek Facility

Schaumburg

##### Prairie Stone Transportation Center

Hoffman Estates

##### United Parcel Service Transportation Center

Hodgkins

**Boarding and Turnaround Facilities**

- Arlington Heights Metra
- Clarendon Hills Metra
- Deerfield Metra
- Des Plaines Metra
- Elmwood Park
- Evanston-CTA Davis Street
- Forest Park CTA Station
- Highland Park Metra
- Homewood Metra
- Lake Cook Road Metra
- North Riverside Park Turnaround
- Oak Park CTA/Metra
- Palatine Metra
- Park Forest Bus Turnaround
- River Road CTA
- Riverdale Bus Turnaround
- South Suburban College (South Holland)
- Summit CTA/Pace

**Park and Ride Facilities**

- Blue Island Park-n-Ride
- Bolingbrook Park-n-Ride (Canterbury Lane)
- Bolingbrook Park-n-Ride (Old Chicago Road)
- Buffalo Grove Transportation Center (Park-n-Ride)
- Burr Ridge Park-n-Ride
- Elk Grove Village Park-n-Ride
- Hillside Park-n-Ride
- Homewood Park-n-Ride
- South Holland Park-n-Ride

**Map 5. Pace System Garage and Support Facilities**

