



Annual Report 2019

WE'RE DRIVEN FOR YOU





INTRODUCING THE PACE BOARD OF DIRECTORS

Pace, the suburban bus division of northeastern Illinois' Regional Transportation Authority, provides bus, paratransit, and vanpool services in Chicago's six-county metropolitan area. Pace is governed by a Board of Directors, most of whom are mayors or former mayors from the suburbs, as set by state law. Pace's chairman is elected by the chairmen of the collar counties and the suburban members of the Cook County Board. The Pace Board's Chicago member is the City's Commissioner for the Mayor's Office for People with Disabilities.

THANK YOU!



Pace wishes to thank Director Karen Tamley for her many years of service to the Pace Board. Director Tamley retired from the Board in early 2020 as part of her new role that furthers her lifelong advocacy for people with disabilities.



Richard A. Kwasneski
Chairman



Christopher S. Canning
North Shore Suburban Cook County



Terrance Carr
Central Suburban Cook County



Roger C. Claar
Will County



Laurie Dittman
Acting Commissioner, Mayor's Office for People with Disabilities, City of Chicago



David Guerin
North Central Suburban Cook County



Kyle R. Hastings
Southwest Suburban Cook County



Al Larson
Northwest Suburban Cook County



Thomas D. Marcucci
DuPage County



Jeffery D. Schielke
Kane County



Aaron T. Shepley
McHenry County



Linda Soto
Lake County



Terry R. Wells
South Suburban Cook County



Rocky Donahue
Executive Director



Melinda Metzger
General Manager & Chief Operating Officer



Nancy Zimmer
General Counsel



Colette Thomas Gordon
Chief Internal Auditor

WELCOME

On behalf of the Pace Board of Directors, I am pleased to present this report, which highlights Pace's many accomplishments from 2019. As you can see, Pace has been busy implementing projects that provide better service to our riders, make the agency a better steward of taxpayer dollars, and encourage northeastern Illinoisans to make the switch to public transit.

While this summer's launch of the Pulse Milwaukee Line—Pace's first rapid transit service—was certainly a highlight and the culmination of years of planning and construction, we have many other good stories to tell about 2019. As you can see, this report contains success stories related to technological improvements, capacity expansion on our fastest-growing services, and improvements to the riding experience. Under the leadership of our new Executive Director, Rocky Donahue, Pace not only successfully implemented projects that had been underway but, more importantly, secured more than \$200 million in earmarks for capital projects from the State as part of this year's Rebuild Illinois program. This forthcoming infusion of capital funding—after a decade since the last State program—has the opportunity to truly transform Pace and our impact on the suburban region. I'm sure that Rocky and his team will make us all proud by taking advantage of this new funding to further improve and modernize our service and enhance the access to public transit amongst people of all abilities in the decade ahead. More details on those future projects are contained

in this report. We will be sure to keep you, our stakeholders, apprised of our progress on all the upcoming projects. As we begin this new era for the agency, Pace now has a solid financial foundation on which to build.

As you peruse this report, please let myself or Pace staff know if you would like more information about anything contained herein or have ideas for how Pace can continue to improve. In partnership with the communities of northeastern Illinois, we look forward to working with you to enhance the regional economy, improve the environment and make the lives of our residents better.

Sincerely,

Richard A. Kwasneski
Chairman



PACE BY THE NUMBERS

“One of the best run transit systems in the country”
FTA Triennial



771 VEHICLES IN SERVICE

74,335,000 VEHICLE MILES OF TRAVEL

284 NUMBER OF COMMUNITIES SERVED

220 NUMBER OF FIXED ROUTES

536 TOTAL VANPOOLS IN SERVICE

5.7 AVERAGE VEHICLE AGE IN YEARS

2019 RIDERSHIP

32,735,000 TRIPS

4.4 COMPLAINTS
PER 100,000 PASSENGER MILES
(DOWN FROM 4.82 IN 2018)

5.5 ACCIDENTS
PER 100,000 REVENUE MILES
(DOWN FROM 6.5 IN 2018)

53 NEW BUS TRACKER SIGNS
INSTALLED

50 BUS SHELTERS
INSTALLED

48 SAFETY EVENTS AT SCHOOLS
CONDUCTED 48 “HOP ON THE BUS TO INDEPENDENCE” EVENTS AT SCHOOLS, INVOLVING 1350 STUDENTS, INCLUDING 8 IN CHICAGO AT WHICH CTA SENT A BUS FOR STUDENTS TO USE

BUDGET

SUBURBAN SERVICE EXPENSES	\$233,343,367
REGIONAL ADA PARATRANSIT EXPENSES	\$181,766,538
TOTAL EXPENSES	\$415,119,905

WE CONNECT COMMUNITIES

Living up to our tagline, Pace staff spent hundreds of hours in 2019 at various events and initiated several robust customer communications efforts.

-  33 COUNCIL OF MAYOR'S MEETINGS
-  50 CITY COUNCIL/COUNTY BOARD/COMMITTEE MEETINGS
-  81 CHAMBER OF COMMERCE/ECONOMIC DEVELOPMENT SESSIONS
-  214 FAIRS AND EVENTS
-  14 TOUCH-A-TRUCK APPEARANCES
-  12 COLLEGE CAMPUS EVENTS
-  ESTIMATED 70 VANPOOL/COMMUNITY VEHICLE OUTREACH PRESENTATIONS
-  41 EMPLOYER/BUSINESS/INSTITUTION VISITS
-  8 TRANSIT AMBASSADOR EFFORTS

MORE THAN
= **240** MAN HOURS

DIVERSITY IS OUR STRENGTH

Donald Mayes
DBE Liaison Officer



Pace has always prided itself on an incredibly diverse workforce. Year after year, our employee demographic data show a majority of employees being people of color.

In 2019, Executive Director Rocky Donahue created an Office of Diversity and Inclusion at Pace. This Office seeks to further improve Pace's diversity and take better advantage of the many talents our already-diverse staff bring to the table. All Pace's management staff attended a diversity training session in 2019.

The chart below offers a breakdown of Pace's workforce by race. Pace's employees are 64% male and 36% female. Fully 69% of Pace's workforce is non-white. As we continually seek out ways to be more responsive to our customers' needs, having a workforce with a demographic breakdown that matches that of the population we serve is one of many ways we try to meet that goal.

SUBURBAN BUS SERVICES: Workforce Analysis

Job Categories	All Employees			Male							Female						
	Total	Male	Female	W	B	H	A	I	P	T	W	B	H	A	I	P	T
Officials and administrators	96	67	29	48	12	5	2	0	0	0	19	7	2	1	0	0	0
Professionals	313	201	112	111	44	28	14	1	0	3	59	33	11	9	0	0	0
Technicians	8	8	0	3	1	3	1	0	0	0	0	0	0	0	0	0	0
Administration support (including clerical and sales)	79	15	64	11	2	2	0	0	0	0	32	19	9	1	0	0	3
Skilled craft workers	136	133	3	57	30	36	8	0	0	2	2	0	1	0	0	0	0
Service/Maintenance	1,225	764	461	187	440	101	21	4	1	10	41	367	34	1	1	0	16
Total WorkForce	1,857	1,188	609	417	529	175	46	5	1	15	153	426	57	12	1	0	19

W - White, Not Hispanic B - Black or African American H - Hispanic or Latino A - Asian
I - American Indian/Alaska Native P - Native Hawaiian/Pacific Island T - Two or More Races

As of 12/31/2019



BUSINESS OUTREACH

Pace continues to be a regional leader in developing public-private partnerships to provide access to jobs for some of the region's fastest-growing companies. These partnerships help keep our regional economy moving by allowing employers to fill jobs, allow transit-dependent individuals to reach jobs in outlying areas, and reduce traffic congestion by offering a convenient alternative to single-occupant driving.

For instance, FedEx has an annual agreement with Pace for Route 379 trips that directly service their site in the Bedford Park Industrial Park. In 2019, FedEx requested significant changes to that bus service due to changes in their shift times. Pace was able to make those changes in our FedEx agreement to better serve the FedEx employees.

The United Parcel Service facility in Hodgkins is another Pace partner who has subsidized bus service to its locations for many years. With the December holidays being UPS's busiest time of year, they add staff on weekends during this

period. Not only did Pace accommodate the request for additional Saturday service in 2019, Pace was also able to accommodate additional Monday morning return trips for added Sunday shift times on multiple days.

Pace's relationship with large employers in Joliet and Elwood continued to expand in 2019. This year, Pace restructured Routes 511 and 512 to serve CTDI and Home Depot, two distribution and manufacturing employers in Joliet. Discussions are in the works to create better infrastructure for public transit vehicles and pedestrians in that area, given the number of employees (and buses) projected to be coming to those companies in the years ahead.

Longstanding partnerships with other private companies throughout the region—including Amazon, Walgreens, Baxter, Discover and Takeda—also continued in 2019. Pace is proud to say that those companies recognize the value of public transit services, so much so that they contribute to the operational cost to ensure it meets their employees' needs. Pace looks forward to more partnerships like these in the decades ahead.

POLAR VORTEX

On January 31, 2019, northeastern Illinois experienced one of the coldest days in recent memory. Wind chill temperatures neared -50F in some locations. Normally, weather like that would wreak havoc on any business—especially one whose operation relies on engines starting and its employees showing up to bus garages.

That day, Pace's reputation as a reliable cog in our regional economic wheel shone through like few times in its history. Bus operators, mechanics and supervisors in some cases spent the night at garages to make sure they would be ready for work on time in the morning. While many businesses were closed and many had the luxury of working from home that day, Pace bus operators were running their regularly scheduled routes, ensuring people who needed to get to work at hospitals, day care centers and pharmacies were able to get to their places of work, which in turn kept the most vital aspects of our society and our economy running in the face of long odds.

Pace staff even went the extra mile to operate substitute service for a Metra rail line that couldn't operate due to the weather. Pace's employees truly rose to the occasion, ensuring thousands of chilly riders reached their destinations safely.



"Our outstanding employees—who are truly the lifblood of Pace—went above and beyond that day to provide a safe and reliable service."



Melinda J. Metzger
General Manager &
Chief Operating Officer



35TH ANNIVERSARY LEGACY FLEET

The law passed by the Illinois General Assembly which called for the creation of Pace Suburban Bus took effect 35 years ago, on July 1, 1984. To celebrate 35 years of service (and decades of mass transit before us), this year Pace deployed a “legacy fleet” wrapped to look like buses from the past! Because most of the Pace garages are historically linked to a standalone predecessor municipal or private transit service, Pace matched a legacy wrapped bus at each garage to the pre-1984 service which had existed in that geographic area.

Did you know? For much of the twentieth century, transit companies were entirely funded by fare revenue, and they lost money when technological and economic shifts changed commuters’ expectations and needs. By the 1960s, car ownership and suburban growth threatened the future of public transportation. Ridership and revenue had decreased dramatically, and bus companies struggled. However, many riders still relied on transit as their only option to get to work, to shop, to see family and friends—to live their lives.

To avoid shutdowns, cities formed transit districts to distribute government subsidies to these struggling companies. The RTA was created in 1973 to oversee this process and began to take over the routes of failing companies to ensure service would continue. In 1984, Pace Suburban Bus was created to unify, operate and manage this regional network of bus routes. Soon, Pace became the main provider of bus service in northeastern Illinois.

Our service has changed a lot since 1984. We’ve created new connections between communities; deployed new technologies across our system; and even looked beyond traditional models of “fixed route” bus service towards a more flexible, innovative future. Thanks is due both the riding public and the elected officials who financially support Pace for three and a half decades of supporting the nation’s most efficient suburban public transit service!

*Historical photo credits: Melvin Bernero and David Wilson
Source material: Jennifer Sieroslowski “The History of the Predecessor”, 1995.*



Pace West Division,
formerly West Suburban



Pace River Division,
City of Elgin Transit



Pace Highland Park Transit,
formerly Highland Park Transit

Pace Heritage Division,
formerly Joliet Mass Transit District



Pace Northwest Division,
formerly Nortran



Pace North Shore,
formerly Wilmette Wilbus



Pace South Division,
formerly South Suburban Safeway



Pace Southwest Division,
formerly Suburban Transit

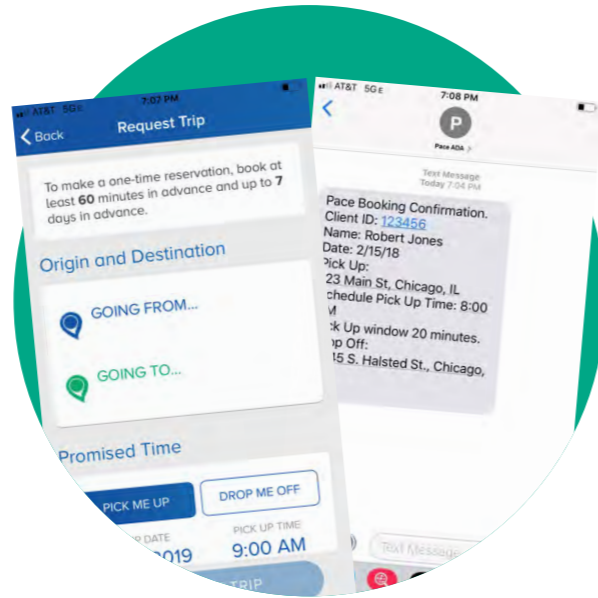


Pace McHenry County,
formerly Regional Transportation Authority



REBUILD ILLINOIS

This summer, the State of Illinois passed Rebuild Illinois, the state's first capital program in a decade. This plan will grant Pace \$228 million in earmarks that will allow us to rehabilitate aging garages and transit centers, improve ADA Paratransit technology, and prepare for new expressway and rapid transit service opportunities. Roughly \$100 million in additional funding—including the state's first sustainable, ongoing fund for transportation capital projects—will further help us reshape our system.



ADA Technology Improvements

Pace will improve the technology that supports our paratransit service. New tools will help customers access trip information and communicate with Pace. Other upgrades will help Pace staff, dispatchers, and operators communicate with each other, leading to a more reliable system. Paratransit fares will also be integrated into the Ventra system, giving passengers another way to pay for rides that works seamlessly with their other public transportation options in the region.



I-55 Express Garage and Infrastructure

Pace's I-55 Express routes have proven to be an enormous success, with ridership increasing more than 600% since Bus on Shoulder operations began, and with many trips and park-n-ride lots at capacity. We have run out of buses to spare or room to park them, but the state's investment in this popular service will allow us to build a new garage in the Plainfield area and order more vehicles.

River Division Garage Expansion and Improvements

Currently, Pace's popular I-90 service operates out of leased space in East Dundee. Moving these vehicles to a newly-expanded River Division garage in Elgin will allow Pace to save money and operate more efficiently.



THIS PROGRAM GRANTED PACE \$228 MILLION IN EARMARKS

Wheeling Garage and Infrastructure

Pace's Northwest Division garage in Des Plaines, built in the 1960s, has been over capacity for years. A new facility in Wheeling will allow us to house a fleet that runs on cleaner-burning compressed natural gas along with several office teams that currently work out of leased space.



OTHER CAPITAL PROJECTS

Pace is making several other infrastructure investments beyond the eight priority projects detailed here. Rebuild Illinois will fund critical upgrades to our fare collection infrastructure and a new bus facility in downtown Joliet. Using other funds, we have already ordered more than 100 new vehicles to replace aging buses in our suburban fixed-route fleet, and new paratransit vehicles will soon be in service in Chicago as well. We are also planning a major construction project at our South Division property in Markham.

Pace already has many of these projects well underway. Together, with other government agencies, we can build a modern, reliable transportation network to serve the next generation of riders and drive growth in our state.

Harvey Transportation Center Improvements

Pace's 20-year-old south suburban passenger facility is in need of an upgrade, and the agency plans to make several structural improvements.

North Shore Division Garage Expansion and Improvements

Another regional garage in Pace's system is at capacity; expansion is needed to support future growth. The existing facility is due for structural improvements as well.

Southwest Division Expansion and Improvements

Service expansion on 95th Street and the Tri-State will require expansion at this Bridgeview garage, which also requires structural improvements.



I-294 Tri-State Infrastructure

With the Illinois Tollway's construction project already well underway, Pace has an opportunity to work with that agency to improve public transit service on the central Tri-State. We are looking at potential locations for park-n-ride lots that expressway-based routes could serve.



Pace Opens New Plainfield Park-n-Ride

On July 24, 2019, Pace leadership and our colleagues in the transit community were joined by representatives from Plainfield, Will County and the State of Illinois to commemorate the completion of the 600-spot transit center. The new Park-n-Ride is located near Van Dyke Road and 143rd Street in Plainfield. Construction began in November 2017 and the project was completed on time and under budget.



"This park-n-ride reflects the spirit of collaboration shared amongst the leaders you see here today," said Pace Chairman Rick Kwasneski. "Pace offers services that people don't just need but want and choose. The express Bus-on-Shoulder services that operate out of this facility are a true commuter option."

In early 2011 there were only an average of four cars per day parked at the old park-n-ride lot at the Plainfield Village Center. In November of that year, Pace began operating buses on the shoulder on I-55. Since then, ridership has increased

more than 600% along the I-55 corridor. The Bus-on-Shoulder operation has been an incredible success, and riders have been clamoring for Pace to add new trips on the bus routes and expand the capacity of the park-n-ride lots. This new lot in Plainfield helps Pace to meet some of that demand, but other capacity expansion projects are still much needed.

The Rebuild Illinois program, passed by the State in 2019, invests in this popular service by enabling Pace to build a new garage in the Plainfield area and buy more vehicles.

Driving Innovation

The Pace Strategic Vision Plan

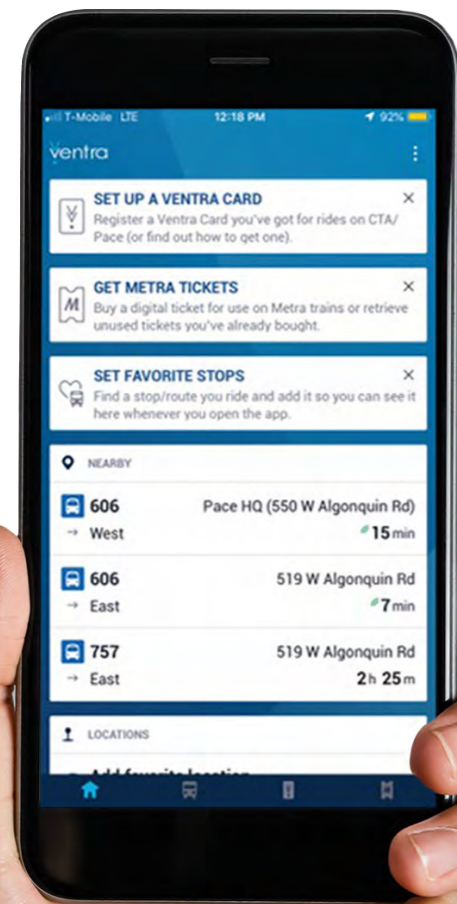
The state's capital investment comes at a fortuitous time, as Pace has been working hard to develop *Driving Innovation: The Pace Strategic Vision Plan*, a document that will help guide us towards a future of sustainable growth.

Using a forward-thinking set of goals and objectives, the plan will outline a strategy for developing transit corridors throughout Northeastern Illinois, supported by proposed improvements to technology platforms, "new mobility" solutions, and a comprehensive set of new policies, programs, and initiatives.

The corridors this plan will identify represent our best opportunities for improving service, as well as other important corridors where Pace and local partners can work together to improve connectivity and access to transit.

Importantly, the plan will outline a "service standards framework" that will specify the type of service Pace would provide to a given community, based on transparent and measurable metrics of demand for service. Pace will also explore strategies with communities interested in increasing demand for transit and increasing ridership, while concurrently developing strategies for providing coverage-based service for communities less interested in fixed-route service.

Pace will publish a draft of this plan in Spring 2020 and work with our partners, riders, and other stakeholders to improve the plan and formally adopt it in late 2020.



PULSE

Milwaukee Line debut

August 11 marked the launch of Pace's first Pulse Line along Milwaukee Avenue. Pulse is Pace's new rapid transit service that provides frequent, fast and reliable transit. Pulse service combines transit signal priority technology and limited-stop service with raised platforms at stations to reduce travel times and provide enhanced rider amenities. The Milwaukee Line was identified as Pace's first corridor for implementation of Pulse rapid transit service based on the strength of the existing ridership and benefits to local and regional transit connectivity, existing and projected. The Milwaukee Line is 7.6 miles in length and serves the Village of Niles and City of Chicago. The service operates in mixed traffic along Milwaukee Avenue between the Golf Mill Shopping Center and the Jefferson Park Transit Center.





THE NEXT PULSE SERVICE TO BE IMPLEMENTED WILL BE THE DEMPSTER LINE, WHICH WILL PROVIDE SERVICE FROM EVANSTON TO O'HARE INTERNATIONAL AIRPORT.



Ongoing planning work

Pulse Milwaukee Line stations in Niles are complete while the majority of Chicago stations are in the final stages of construction. Stations consist of a raised boarding platform—12” higher than the adjacent street pavement—to facilitate easier boarding onto the vehicles. Station amenities include a partially enclosed ADA-accessible heated shelter with seating; bicycle racks; landscaping; a vertical marker which displays the Pulse brand, real-time bus tracker signage, and area maps. Stations are located roughly every half mile between Golf Mill Shopping Center and the Jefferson Park Transit Center. Intermediate stations are at Dempster Street, Main Street, Oakton Street, Harlem Avenue, Touhy Avenue, Devon Avenue, Austin Avenue, and

Central Avenue. Like all Pace fixed route buses, Pulse buses are equipped with bike racks, and most Pulse stations are equipped with a bike rack as well.

Pace is planning many future Pulse lines throughout the Chicago region. The next Pulse service to be implemented will be the Dempster Line, which will provide service from Evanston to O’Hare International Airport. In addition to the Dempster Line, several additional planned Pulse lines will also intersect and connect with the Milwaukee Line. Region wide, there are 23 additional Pulse lines planned to serve the region. See PaceBus.com/Pulse for information about all Pulse lines.

OTHER TECHNOLOGY



To improve our passenger's experience, Pace has focused on leveraging technology to make information and trip planning even easier to access. Pace now has 102 real time digital signs to provide bus arrival information at passenger facilities and bus stops.

- 22 at Pulse stations
- 45 attached to shelters or structure
- 27 at transit centers
- 8 embedded in shelters

Pace staff worked diligently throughout 2019 to create a new, accessible, dynamic website for our riders and stakeholders. The year was spent interviewing passengers and employees to identify needed improvements, testing design templates with transit users, evaluating new technology, and updating content to ensure an easy-to-navigate, accessible and mobile-friendly web experience for all. The new site will launch in 2020.

Staff also worked with its sister agencies, CTA and Metra, on a new Ventra app. The new app, scheduled to launch in early 2020, will have a totally new trip planning tool, easier CTA and Pace account management, improved Metra mobile tickets and a user-friendly design.

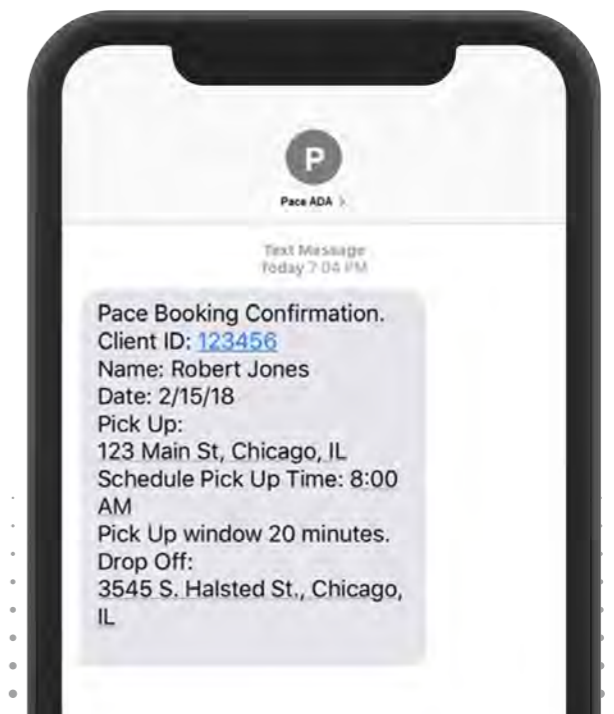
Based on input from the riding public, Pace's two ADA Advisory Committees, and disability advocates groups, Pace staff has been planning for a number of technology upgrades to our ADA Paratransit Service.



Upgrades to technology for paratransit riders include:

- Upgrades to paratransit dispatching and scheduling software, including new hardware and servers for increased capacity, improved speed and reliability, a mobile app, and online booking. Implementation is expected in third quarter 2020.
- An automated phone system should launch in mid-2020, which builds off the current web-based TripCheck program. This feature allows riders to easily confirm their upcoming reservations. Then, later in 2020, Pace will debut text messaging and email tools to get that same information—enabling riders to use whichever technologies they feel most comfortable with to get the information they need instantaneously.

- A “Where’s my Ride?” feature, which provides a rider with trip status by phone. This feature will offer better information about imminent vehicle arrivals, including pick-up location, drop-off location, bus number, driver badge number and a map view of the vehicle approaching the pick-up location—all of which have been requested by paratransit riders.
- Ability to pay fares using Ventra. Currently, all paratransit riders pay by paper ticket or cash.
- Online booking of paratransit rides is expected in fourth quarter 2020.





Rocky Donahue
Executive Director

AWARDS

In 2019, Pace's successful projects were recognized by a number of different organizations. Pace is honored to have received the following awards this year.

"I'm glad to have been a part of so many exciting projects in 2019 whose value has been recognized by our stakeholders."



2019 American Council of Engineering Companies Lincoln's Grand Conceptor Award

ACEC Illinois
Barrington Road at I-90 Interchange and Park-n-Ride



SOS Children's Village Inninois Evening of Hope 2019 Honoree



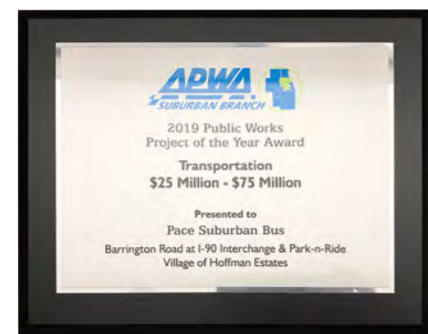
2019 American Council of Engineering Companies National Chapter Honor Award

American Council of Engineering Companies National Chapter
Barrington Road at I-90 Interchange and Park-n-Ride



Trailblazer Award

In recognition of Pace's invaluable contributions towards community inclusion for people with disabilities Search, Inc. recognized Pace Suburban Bus with their 2019 Trailblazer Award. Pace's six-year partnership with JJ's List, and now Search, has supported Hop on the Bus to Independence Workshops for over 5,000+ students and their supporters.



2019 Public Works Project of the Year

APWA Suburban Branch
Transportation \$25 Million - \$75 Million
Barrington Road at I-90 Interchange and Park-n-Ride



Ad Wheel Award

APTA
Pace's television commercial "Transform Your Ride" won APTA's First Place Award for advertising in the Electronic Media to Increase Ridership or Sales category.



Clean Fuels Champion*

Chicago Area Clean Cities (CACC)

2019 Bus Safety & Security Excellence Award

APTA
Certificate of Merit for Security
Security Enhancement Through Assessment Program



Distinguished Budget Presentation Award

GFOA (Government Finance Officers Association)

Certificate of Achievement for Excellence in Financial Reporting

GFOA (Government Finance Officers Association)



2019 Public Works Project of the Year

American Public Works Association Chicago Branch Transportation Category \$25 million, but less than \$75 million, for the Barrington at I-90 Interchange and Park-n-Ride project.

