TRANSIT ASSET MANAGEMENT PLAN STATUS REPORT–2025

Photo: Pantograph Installation for Battery Electric Buses (BEBs) at North Division, Waukegan, Illinois

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EXECUTIVE SUMMARY

On June 12th, the Regional Transportation Authority (RTA) released their Budget and Capital Program Call Requirements (the "Budget Call Requirements") to the three Service Boards: Pace Suburban Bus, Metra Commuter Rail, and the Chicago Transit Authority (CTA).

The RTA FY2026 Budget Call section Service Board Information Requirements, 4. Five-Year Capital Program: C., page 13 states:

"The Service Boards must articulate their methodology for analyzing priorities and selecting projects to be funded in their 2026-2030 Capital Program. This process should be reflective of each Service Board's TAM (Transit Asset Management) Plan. Amendments and updates to TAM Plans should be provided to RTA as a part of the budget process and posted on each agency's website in accordance with state legislation (Public Act 102-0573, Section 2705-203). RTA will use this to ensure compliance with Federal and State requirements, understand each Service Board's approach to TAM, and to inform RTA's Strategic Asset Management (SAM) activities that are ongoing."

Additionally, the RTA FY2026 Budget Call Exhibit K 2026 Budget and Capital Program: Submission Checklist 4: Five-Year Capital Program G. states:

"*Does the Service Board articulate clearly their methodology for prioritization of capital projects? Did they provide an updated TAM plan if one has been completed in the last year?"*

TAM Plan Period

Per the TAM Final Rule, 49 CFR §625.29 Transit Asset Management Plan: Horizon Period, Amendments, and Updates:

(a) Horizon period. *A TAM plan must cover a horizon period of at least four (4) years.*

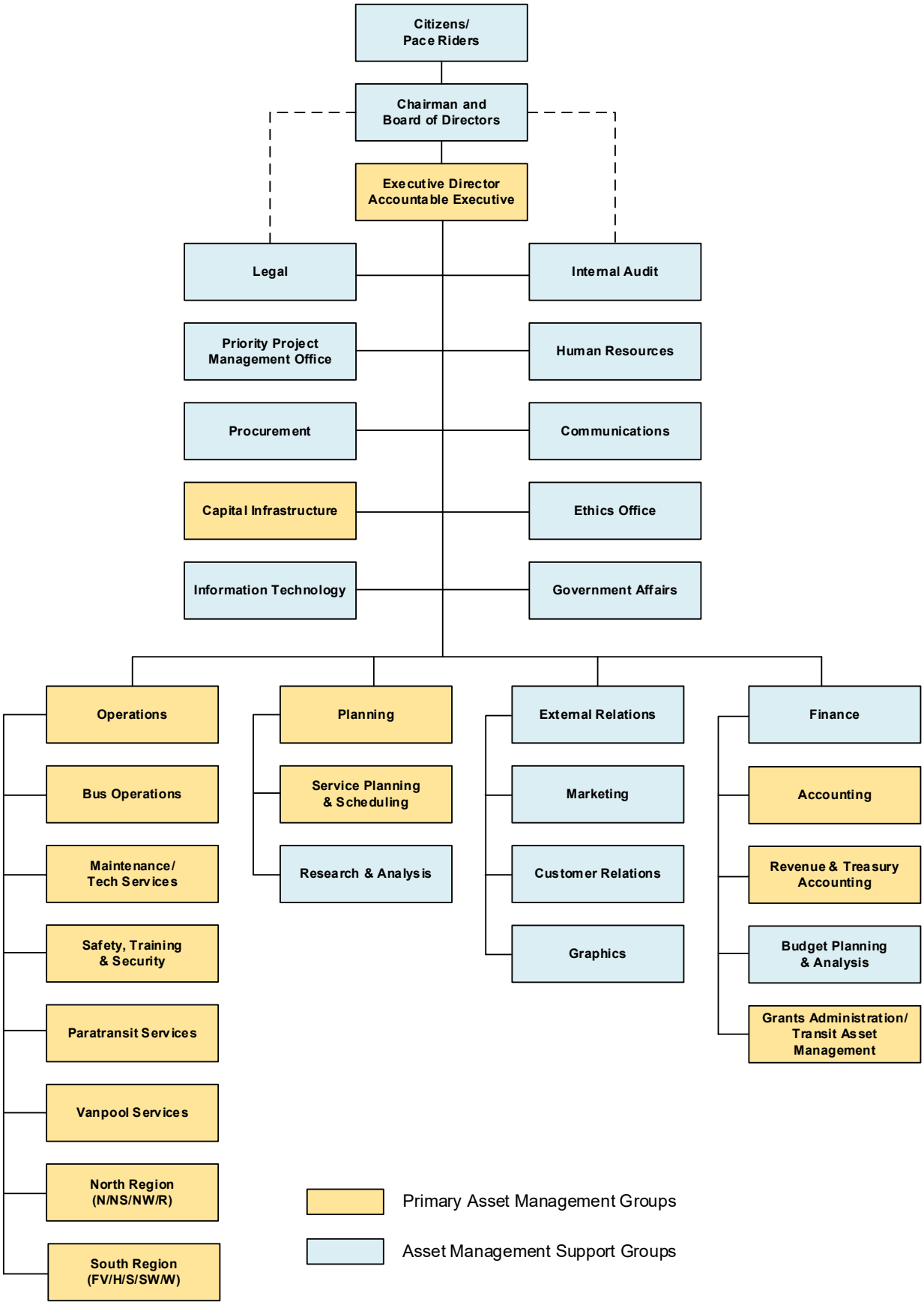
(b) Amendments*. A provider may update its TAM plan at any time during the TAM plan horizon period. A provider should amend its TAM plan whenever there is a significant change to the asset inventory, condition assessments, or investment prioritization that the provider did not reasonably anticipate during the development of the TAM plan.*

(c) Updates. *A provider must update its entire TAM plan at least once every four (4) years. A provider's TAM plan update should coincide with the planning cycle for the relevant Transportation Improvement Program or Statewide Transportation Improvement Program*.

Annually, the TAM Department shall summarize those TAM Plan Elements (where changes are identified from the 2022 Plan to create an internal status report for **Melinda J. Metzger, Pace Executive Director,** and **Accountable Executive**. This report can be used upon ordinance or request, to inform external stakeholders, such as the RTA's Annual Budget Call Submittal mentioned above. To maintain compliance with 49 CFR §625.29 letter ***(c) Updates***, and Public Act 102-0573, Section 2705-203.

In 2026, the TAM Department in coordination with Pace Internal Stakeholders will produce the 2027-2030 horizon period TAM Plan to refresh the 2023-2026 horizon period TAM Plan and post it on the Pace website after the RTA approves the regional budget in December 2026. Lastly, at Pace, Transit Asset Management is an agency-wide effort as summarized in the organization chart on the next page.

PACE ASSET MANAGEMENT ORGANIZATION



1. INVESTMENT PRIORITIZATION

Per the TAM Final Rule, 49 CFR §625.33 Investment Prioritization states:

"(a) A TAM plan must include an investment prioritization that identifies a provider's programs and projects to improve or manage over the TAM plan horizon period the state of good repair of capital assets for which the provider has direct capital responsibility.

(b) A provider must rank projects to improve or manage the state of good repair of capital assets in order of priority and anticipated project year.

(c) A provider's project rankings must be consistent with its TAM policy and strategies.

(d) When developing an investment prioritization, a provider must give due consideration to those state of good repair projects to improve that pose an identified unacceptable safety risk when developing its investment prioritization.

(e) When developing an investment prioritization, a provider must take into consideration its estimation of funding levels from all available sources that it reasonably expects will be available in each fiscal year during the TAM plan horizon period.

(f) When developing its investment prioritization, a provider must take into consideration requirements under 49 CFR 37.161 and 37.163 concerning maintenance of accessible features and the requirements under 49 CFR 37.43 concerning alteration of transportation facilities."

Pace's Investment Prioritization method, in the following pages, aligns with our Capital Project Scoring Criteria**,** and the process used to evaluate projects during the 2026-2030 annual budget cycle. Each program year budget is required to balance with the RTA Five-Year Capital Program Funding Marks. The projects are scored by pre-determined criteria and scoring ranges are assigned for each category to achieve up to a total maximum of 30 points. The Department Manager, Grants Administration/Transit Asset Management, appoints a multi-department cross functional team to complete the scoring. All team member scores are averaged to provide a singular score per project. After the evaluation of projects, the Capital Grant & TAM Department prepares a draft recommended project list that is reviewed by Senior Staff.

Capital Project Criteria and Scoring Ranges

1. **SAFETY** - Max Score: 3
Security is also a factor in addition to safety improvements.

2. **STATE OF GOOD REPAIR** - Max Score: 3
<1 year beyond useful life (2 points), >1 year beyond useful life or poor condition (3 points).

3. **RELIABILITY** - Max Score: 3
Reliability of the capital item or service provided.

4. **MOBILITY** - Max Score: 3
Mobility Justice, ADA specific.

5. **REGULATORY** - Max Score: 2
Compliance with regulations (0 or 2 score).

6. **EQUITY** - Max Score: 3
Racial equity, factoring demographics of service area or location of project.

7. **CAPACITY** - Max Score: 2
Expansion of service or seating or facility space.

8. **ACCESS TO KEY DESTINATIONS** - Max Score: 1
Jobs, retail, healthcare, recreation, etc.

9. **ECONOMIC DEVELOPMENT** - Max Score: 1
Positive economic impact to area/location of project.

10. **DELIVER VALUE ON INVESTMENTS** - Max Score: 1
Revenue impacts/Recovery Ratio improvement and/or reduced O&M costs.

11. **STAY COMPETITIVE** - Max Score: 2
Improvements to rider experience, technology improvements, and/or ridership increase.

12. **ENVIRONMENTAL IMPACT** - Max Score: 3
Zero-Emission/Electrification (3 points), CNG or Hybrid (2 points), other (1-2 points).

13. **AGENCY COMMITMENT** - Max Score: 3
Multi-year funding, Board/Executive priority request, and/or mission critical.

Estimation of Available Capital Funding

To pay for our capital investment over the next five years, Pace will rely on funding from the sources described in FY2026-2030 Capital Program Expected Funds (000s).

FY2026-2030 Capital Program Expected Funds (000s)	
Funding Source	**Amount**
Federal 5307/5339	$267,177
State PAYGO	95,054
RTA ICE	5,094
Total	**$367,326**

Prioritization of Capital Investments

Due to the timing of the annual budget process, the information provided in this section is considered preliminary until approved by both the Pace and RTA Boards of Directors in November and December 2025, respectively. The following tables summarize Pace's proposed five-year capital program:

- 2026-2030 Suburban Service Capital Business Plan
- 2026 Ranked List of Capital Projects
- 2027-2030 Ranked List of Capital Project

2026-2030 Suburban Service Capital Business Plan (000s)[1]						
	2026	**2027**	**2028**	**2029**	**2030**	**Total**
Rolling Stock Quantities						
Fixed Route Electric Buses	9	10	19	28	28	94
Fixed Route Hybrid Buses	13	0	15	0	0	28
Fixed Route CNG Buses	0	16	0	0	0	16
Fixed Route OTR Coach Buses	0	8	0	0	0	8
Paratransit Vehicles	17	56	65	94	55	287
Rolling Stock						
Fixed Route Electric Buses	$13,500	$16,010	$28,085	$42,000	$42,000	$141,594
Fixed Route Hybrid Buses	16,900	0	19,500	0	0	36,400
Fixed Route CNG Buses	0	16,000	0	0	0	16,000
Fixed Route OTR Coach Buses	0	9,600	0	0	0	9,600
Paratransit Vehicles	2,037	6,737	7,838	11,339	6,560	34,510
Subtotal	**$32,437**	**$48,347**	**$55,423**	**$53,339**	**$48,560**	**$238,104**
Electrical/Signal/Communications						
Voice Radios	$9,600	$6,500	$0	$0	$0	$16,100
Data Radios	2,960	0	0	0	0	2,960
Subtotal	**$12,560**	**$6,500**	**$0**	**$0**	**$0**	**$19,060**
Support Facilities & Equipment						
River Division Construction	$12,000	$12,000	$12,000	$0	$0	$36,000
Northwest Wheeling Division Construction	8,250	7,649	8,140	2,274	0	26,314
Southwest Division Electrification/Expansion	7,500	0	0	0	0	7,500
Computer Hardware/Software	1,948	500	500	500	500	3,948
Improve Support Facilities	550	548	581	620	520	2,820
Non-Revenue Vehicles	840	0	0	0	0	840
Subtotal	**$31,088**	**$20,697**	**$21,222**	**$3,394**	**$1,020**	**$77,421**
Stations & Passenger Facilities						
Pulse Cermak/22nd St. Line	$0	$0	$0	$18,370	$14,370	$32,740
Subtotal	**$0**	**$0**	**$0**	**$18,370**	**$14,370**	**$32,740**
Grand Total	**$76,085**	**$75,544**	**$76,644**	**$75,102**	**$63,951**	**$367,326**

Note: Rolling stock quantities are not denominated in thousands (000s).

[1] Pace Suburban Service and Regional ADA Paratransit Budget: 2026 Operating Budget; 2027-2028 Two-Year Financial Plan; 2026-2030 Five-Year Capital Program, Final Program, November 2025.

2026 Ranked List of Capital Projects				
Project Rank	**Project Name**	**Asset Category**	**Amount Requested**	**Average Score**
1	River Division Construction	Support Facilities & Equipment	$36,000,000	22.9
2	Wheeling Division Construction	Support Facilities & Equipment	$26,500,000	22.6
3	Southwest Division Electrification/Expansion	Support Facilities & Equipment	$7,500,000	22.4
4	Paratransit Vehicles	Rolling Stock	$44,175,000	21.9
5	Fixed Route Electric Buses	Rolling Stock	$13,500,000	21.6
6	Fixed Route Hybrid Buses	Rolling Stock	$91,200,000	19.1
7	Voice Radios	Electrical/Signal/ Communications	$16,100,000	16.9
8	Data Radios	Electrical/Signal/ Communications	$2,954,000	16.7
9	TSP Signal Timing Design/ Optimization & Equipment	Electrical/Signal/ Communications	$14,000,000	15.9
10	Security Cameras	Support Facilities & Equipment	$550,000	14.1
11	Computer Hardware	Support Facilities & Equipment	$1,928,600	12.1
12	Non-Revenue Vehicles	Support Facilities & Equipment	$834,000	12.0

2027-2030 Ranked List of Capital Projects				
Project Rank	**Project Name**	**Asset Category**	**Amount Requested**	**Average Score**
1	Community Vehicles	Rolling Stock	$19,726,120	19.4
2	Fixed Route CNG Buses	Rolling Stock	$16,000,000	19.1
3	Fixed Route Coach Buses	Rolling Stock	$9,600,000	18.9
4	Pulse Harlem Line	Stations & Passenger Facilities	$45,000,000	18.7
5	Pulse Cermak Line	Stations & Passenger Facilities	$42,000,000	18.6
6	I-294 O'Hare Oasis Station	Stations & Passenger Facilities	$12,976,344	17.0
7	I-294 Cermak Road Station	Stations & Passenger Facilities	$40,793,780	17.0
8	Website Development	Electrical/Signal/ Communications	$1,000,000	12.1

2. ANNUAL NATIONAL TRANSIT DATABASE SUBMITTAL

Per the Federal Transit Administration's guidance[2]:

"The National Transit Database (NTD) program's Asset Inventory Module (AIM) is designed to collect basic information on assets and infrastructure used by U.S. transit agencies to deliver service. The purpose of assembling a nationwide inventory is to improve the Federal Transit Administration's (FTA's) ability to project capital costs for the future replacement (and necessary capital renewal activities) of existing transit assets.

This information supports the FTA biennial report to the U.S. Congress regarding cost estimates of transit capital. These estimates directly influence the FTA annual budget request submitted for the Federal fiscal year (FFY). The Transit Asset Management (TAM) rule (49 CFR part 625) is a set of federal regulations that set out minimum Asset Management practices for Transit Providers. Beginning in Report Year (RY) 2018, agencies that receive or benefit from Chapter 53 funds from the Federal Transit Administration are required to report asset inventory and condition and performance information to the National Transit Database."

Each Chapter 53 funding recipient developing a TAM Plan is required to report annually to the FTA NTD. Pace has two NTD ID reporting numbers:

- 50113 for the Suburban Bus Division
- 50182 for the Regional ADA Paratransit Services

Pace does not set Performance Measures for the NTD ID reporting number 50182 Regional ADA Paratransit Services, because capital responsibility for those assets belongs to the Contractor, not Pace. Annually, the TAM Department maintains a record copy of each NTD submitted form with the Narrative Report. The Pace NTD Annual TAM Asset Inventory Module (AIM) Inventory Submittal includes:

Annual Pace NTD TAM AIM Data Report Forms	
A-90	Transit Asset Management Performance Measures
A-15	Transit Asset Management Facilities Inventory
A-30	Revenue Vehicle Inventory: MB DO - Motor Bus Directly Operated MB PT - Motor Bus Purchased Transportation VP DO - Vanpool Directly Operated DR DO - Demand Response Directly Operated DR PT - Demand Response Purchased Transportation
A-35	Service Vehicle Inventory

[2] National Transit Database, Asset Inventory Module, FY 2015 Reporting Manual.

3. ANNUAL NTD TAM PERFORMANCE MEASURE TARGETS and NARRATIVE REPORT

Annually, Transit agencies must report their fiscal year TAM Performance Measure Targets to the National Transit Database (NTD) for assets for which they have capital responsibility for replacement. Transit agencies must include a Narrative Report that provides a description of any change in the condition of the provider's transit system from the previous year and describes the progress made during the year to meet the performance targets set in the previous reporting year.

The Useful Life Benchmarks (ULB) for Rolling Stock and Equipment categories are measured in years and based on Pace's experience with these assets. The Facility condition ratings are based on FTA's Transit Economic Requirements Model (TERM) scale. Assets are considered in a State of Good Repair (SOGR) with a score of 3 (Adequate), 4 (Good), or 5 (Excellent). With a score of 2 (Marginal) or 1 (Poor), assets are in the SOGR backlog.

1. Rolling Stock
Percent of revenue vehicles that have met or exceeded their Useful Life Benchmark (ULB)

Performance Measure	ULB	2024 Target	2024 Actual	2024 Variance	2025 Target
BR-Over-the-Road Bus	12	0.00%	0.00%	0.00%	35.29%
BU-Bus	12	15.61%	14.21%	1.40%	11.38%
CU-Cutaway	4	60.78%	57.06%	3.72%	30.21%
MV-Minivan	5	100.00%	100.00%	0.00%	28.98%
VN-Van	5	69.64%	65.80%	3.84%	93.33%

2. Equipment
Percent of service vehicles that have met or exceeded their Useful Life Benchmark (ULB)

Performance Measure	ULB	2024 Target	2024 Actual	2024 Variance	2025 Target
Automobiles	5	100.00%	100.00%	0.00%	100.00%
Trucks and Other Rubber Tire Vehicles	5/10	45.70%	76.92%	31.22%	71.71%

3. Facility
Percent of facilities rated below 3 on the FTA TERM condition scale

Performance Measure	ULB	2024 Target	2024 Actual	2024 Variance	2025 Target
Passenger/Parking Facilities	N/A	9.09%	9.09%	0.00%	9.09%
Administrative/Maintenance Facilities	N/A	7.14%	0.00%	7.14%	0.00%

4. TAM FACILITY CONDITION RATINGS, PERFORMANCE MEASURES, and INVENTORY

Pace utilizes Bus Transfer Centers, Park-n-Rides, and Passenger or Parking Facilities, which are primarily Transportation Centers that combine a Bus Transfer Center with parking. Pace also owns Administrative and Maintenance Facilities and uses support facilities owned by others to provide service. Additionally, Pace provides service to and from several Metra and CTA stations, and from locations not owned by Pace throughout the RTA service area in Northeastern Illinois.

Pace must annually report to NTD on the facilities for which it has capital responsibility, as well as all passenger stations used in the provision of public transit. Pace passenger facilities without an enclosed building for passenger amenities such as ticketing, information, restrooms, concessions, do not meet NTD reporting requirements. However, because Pace has capital responsibility these are included the Initial 2018 and 2022 TAM Plan inventory per the Final Rule.

Annual Facility Condition Assessment Approach

Since 2018, Pace has assessed approximately one-quarter of its facilities each year in compliance with the FTA mandate to assess all facilities at least once every four years. Pace's Operating Divisions provide inside bus storage for approximately 700 buses with a total building size of over 1.3 million square feet at the locations provided below. In August 2023, Pace executed a five-year contract with Bureau Veritas (BV) Technical Assessments LLC to perform annual Facilities Condition Assessments (FCA).

- ✓ In October and November 2023, BV conducted Year One FCA site visits.
- ✓ In June 2024, BV conducted Year Two FCA site visits.
- ✓ In June 2025, BV conducted Year Three FCA site visits.

Pace facilities are scored using the *TAM Facility Performance Measure Reporting Guidebook: Condition Assessment Calculation*, issued by the FTA, as the primary source for inspection and grading methodology. The FTA Guidebook relies on visual inspection, and in cases of difficult to access areas, it relies on visual inspection from an access point. The FTA Guidebook requires condition scores be given to 10 building systems, listed below, in each facility which are summed into a single score for each facility using a calculation method at the discretion of the agency.

ID	Building System	ID	Building System
A	Substructure	**F**	HVAC
B	Shell	**G**	Fire Protection
C	Interiors	**H**	Electrical
D	Conveyance	**I**	Fare Collection/Equipment
E	Plumbing	**J**	Site

Annual FTA Facilities Condition Ratings

Facilities condition ratings are used for required NTD reporting to evaluate performance. With the introduction of TAM, Pace has been required since 2017 to develop performance measures for the assets for which it has capital replacement responsibility.

"For Passenger/Parking Facilities, the performance target must reflect the "percentage of facilities with a condition rating below 3.0 on the FTA Transit Economic Requirements Model (TERM) scale (1=Poor to 5=Excellent)."[3]

FTA *TERM* Facilities Condition Rating Levels	
Condition Level	**Definition**
5 - Excellent	No visible defects, new or near new condition, may still be under warranty if applicable.
4 - Good	Good condition, but no longer new, may have some slightly defective or deteriorated component(s), but is overall functional.
3 - Adequate	Moderately deteriorated or defective components; but has not exceeded useful life.
2 - Marginal	Defective or deteriorated component(s) in need of replacement; exceeded useful life.
1 - Poor	Critically damaged component(s) or in need of immediate repair; well past useful life.

Current Condition Scores for Administrative/Maintenance Facility Inventory			
Asset Name	**NTD Reported Area (SF)**	**Condition Rating**	**Assessment Date**
Fox Valley Division	56,833	3	10/16-17/2023
Heritage Division	264,000	5	10/17-19/2023
North Shore Division	81,471	3	11/7-8/2023
North Division	57,746	3	11/8-9/2023
McHenry Paratransit Garage	28,097	3	11/9/2023
River Division	62,235	3	11/10/2023
West Division	223,004	3	6/3-4/2024
Northwest Division	82,700	3	6/5-6/2024
Administration Headquarters	65,000	3	6/27-28/2024
South Division	191,182	3	6/9-12/2025
South Campus Acceptance Facility*	55,157	5	6/13/2025
South Campus Office Building*	29,012	5	6/16/2025
South Holland Acceptance Facility	44,700	3	6/17/2025
Southwest Division	81,471	3	6/18-19/2025

*Because these are new locations, they will be reported to the NTD in 2026.

NTD Performance Measures for Administrative/Maintenance Facilities				
Asset Type	**2024 Target**	**2024 Actual**	**2024 Variance**	**2025 Target**
Administrative/Maintenance	7.14%	0.00%	7.14%	0.00%

Administrative/Maintenance Facilities Pace's 2024 Actual of 0% with FTA TERM score below 3 was favorable to its 2024 Projected Performance Measure Target of 7.14%. In 2024, the current facilities condition assessment consultant assigned the Northwest Division a score of 3. In 2020, the prior consultant assigned it a score of 2. In 2025, the final occupancy of both the Pace South Campus Acceptance Facility and the South Campus Office Building is anticipated. This will increase

[3] Federal Transit Administration, U.S. Department of Transportation, National Transit Database Asset Inventory Module 2017-2018 Reporting Guide

our inventory from 12 to 14 Administrative/Maintenance Facilities. The 2025 Projected Performance Measure Target is set at 0%.

Current Condition Scores and Inventory for Park-n-Rides			
Asset Name	**NTD Reported Parking Spaces**	**Condition Rating**	**Assessment Date**
Buffalo Grove	92	3	4/27/2022
Elk Grove*	*Not Reported to NTD*	2	4/27/2022
Bolingbrook - Canterbury Lane	179	3	4/28/2022
Bolingbrook - Old Chicago	219	3	4/28/2022
Burr Ridge	81	2	4/28/2022
I-90/IL-25	197	5	4/29/2022
I-90/Randall Road	150	5	4/29/2022
Homewood	109	4	10/19/2023
Blue Island	62	3	10/20/2023
Harvey Transportation Center	68	2	10/20/2023
Plainfield	600	4	6/7/2024
Bridgeview Transit Center	288	4	6/24/2024
Hillside	79	3	6/24/2024
I-90/Barrington Road	174	4	6/25/2024
Northwest Transportation Center	193	3	6/26/2024

*Service suspended at this location.

Current Condition Scores and Inventory for Passenger Stations Includes Platform Area			
Asset Name	**NTD Reported Area (SF)**	**Condition Rating**	**Assessment Date**
Buffalo Grove Transportation Center	3,442	4	4/27/2022
Prairie Stone Transportation Center*	*Not Reported to NTD*	2	4/29/2022
Harvey Transportation Center	17,951	3	10/20/2023
Plainfield Park-n-Ride Bus Transfer Center	24,015	4	6/7/2024
Bridgeview Transit Center	9,803	4	6/24/2024
Elgin Transportation Center	1,817	4	6/25/2024
I-90/Barrington Road	13,300	4	6/25/2024
Northwest Transportation Center	35,972	3	6/26/2024
Riverdale Bus Turnaround**	*Not Reported to NTD*	3	6/18/2025
Chicago Heights Transportation Center	152	3	6/20/2025

*Service suspended at this location.
**This location does not meet the passenger station NTD reporting requirements.

NTD Performance Measures for Passenger/Parking Facilities				
Asset Type	**2024 Target**	**2024 Actual**	**2024 Variance**	**2025 Target**
Passenger/Parking	9.09%	9.09%	0.00%	9.09%

Passenger/Parking Facilities: Pace maintained the 2024 Performance Measure Target of 9.09%. The 2025 Passenger/Parking Facilities Projected Performance Measure Target is set at 9.09%.

Photo: Northwest Transportation Center and Park-n-Ride, Schaumburg, Illinois

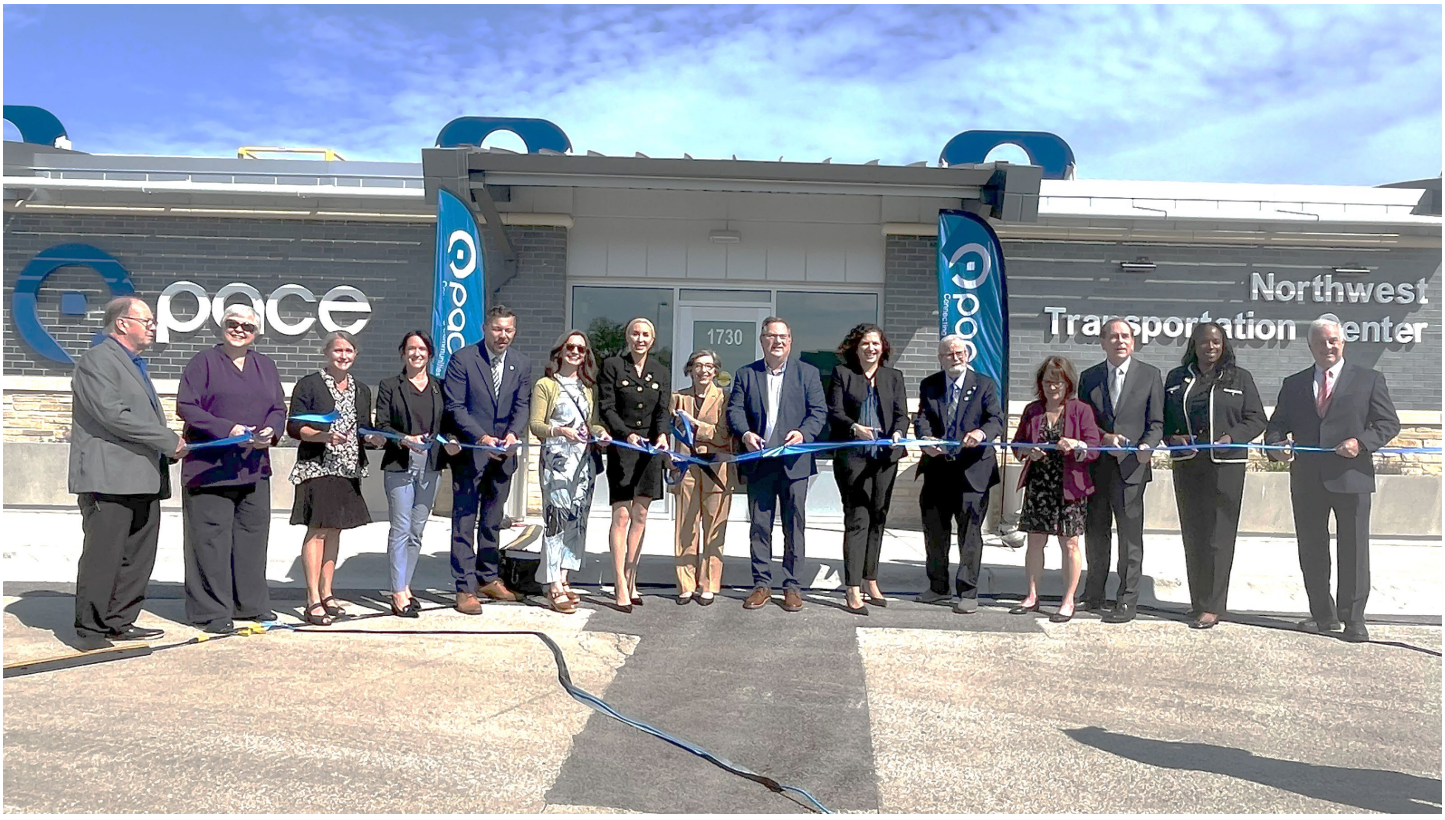


Photo: September 10, 2025, Ribbon Cutting at the Northwest Transportation Center and Park-n-Ride Schaumburg, Illinois Left to Right: Pace Board Director Terrance Carr; Pace Board Director Linda Soto; Illinois State Representative Michelle Mussman; Illinois State Representative Jennifer Sanalitro; Cook County Commissioner Kevin Morrison; Illinois State Representative Nicolle Grasse; Illinois State Senator Darby Hills; Pace Executive Director Melinda Metzger; Pace Board Chairman Rick Kwasneski; Pace Board Director Rachel Arfa; Pace Board Director Bill McLeod; Village President of the Village of Streamwood Billie D. Roth; Illinois Tollway Executive Director Cassaundra Rouse; and Pace Board Director Christopher Canning.

5. ROLLING STOCK USEFUL LIFE BENCHMARK (ULB) PERFORMANCE MEASURES and INVENTORY

All transit agencies reporting service data must provide information on Revenue Vehicles by Mode and Type of Service. Transit agencies must have an inventory of all the vehicles they use to provide public transportation that have not been sold or disposed of by the end of the fiscal year. Vehicles must be reported on the first fiscal year in which they are used in revenue service. Transit agencies report Revenue Vehicle Inventory data by groups or fleets. For Rolling Stock, condition is measured based on the asset's age relative to Pace's Useful Life Benchmark (ULB). A ULB is the expected lifecycle of a capital asset for a Transit Provider's operating environment, or the acceptable period of use in service for a Transit Provider's operating environment, or as per FTA guidance.

BR–Over-the-Road Bus

Pace maintained the 2024 Performance Measure Target of 0% as none of our vehicles exceeded their ULB. The 2025 Projected Performance Measure Target is set at 35.29% because 12 OTR buses will exceed their ULB, and there are no replacements projected to be delivered in 2025.

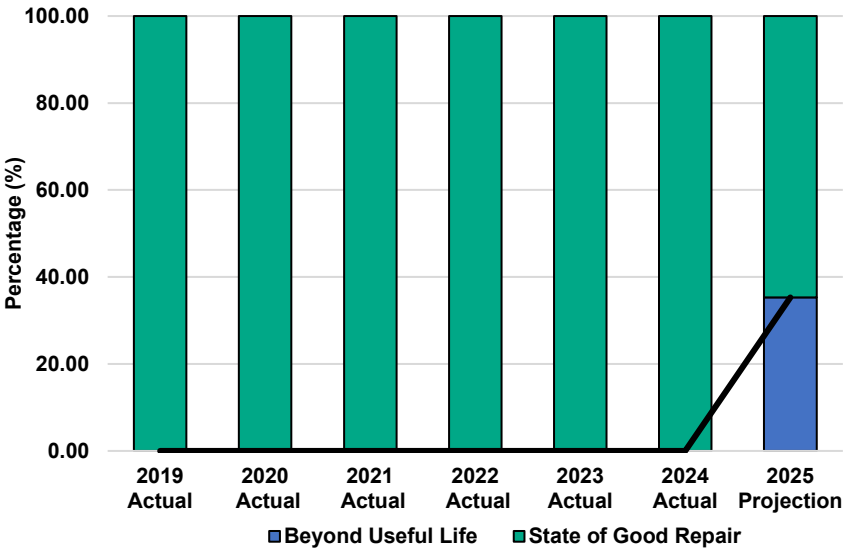


Photo: MCI D4000 Over-the- Road Coach Bus

The values in the table below represent the percentage of Over-the-Road Buses beyond their ULB.

NTD Performance Measures for Rolling Stock: Over-the-Road Bus
Submitted on 4/30/2025 to the National Transit Database (NTD)

Performance Measure	ULB	2024 Target	2024 Actual	2024 Variance	2025 Target
BR-Over-the-Road Bus	12	0.00%	0.00%	0.00%	35.29%

Over-the-Road Bus Inventory as of 12/31/2024 Submitted on 4/30/2025 to the National Transit Database (NTD)				
Manufacturer & Model	**Length**	**Year**	**Age 2024**	**Quantity**
MCI D400	40'	2013	11	12
MCI D400	40'	2015	9	8
MCI D400	40'	2017	7	7
MCI D400	40'	2021	3	7
				34

BU–Bus

Pace's 2024 Actual of 14.21% beyond ULB was favorable to its 2024 Performance Measure Target of 15.61% by 1.40%. The 2025 Projected Performance Measure Target is set at 11.38%, because we are expecting delivery of 22 battery electric and 47 hybrid buses to replace those exceeding their ULB.

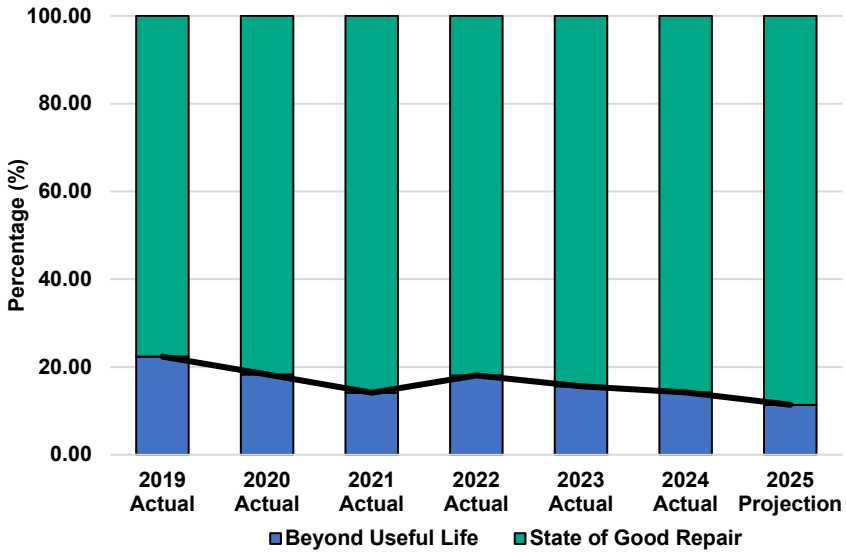


Photo: Pulse 40' Eldorado Axess Bus

The values in the table below represent the percentage of Buses beyond their ULB.

NTD Performance Measures for Rolling Stock: Bus Submitted on 4/30/2025 to the National Transit Database (NTD)					
Performance Measure	**ULB**	**2024 Target**	**2024 Actual**	**2024 Variance**	**2025 Target**
BU-Bus	12	15.61%	14.21%	1.40%	11.38%

Bus Inventory as of 12/31/2024 Submitted on 4/30/2025 to the National Transit Database (NTD)				
Manufacturer & Model	**Length**	**Year**	**Age 2024**	**Quantity**
Eldorado E-Z Rider II	30'	2007	17	31
Eldorado E-Z Rider II	30'	2008	16	11
Eldorado E-Z Rider II	30'	2009	15	11
Eldorado E-Z Rider II	30'	2010	14	22
Orion VII Hybrid	30'	2011	13	2
Eldorado E-Z Rider II	30'	2011	13	4
Eldorado Axess	40'	2013	11	46
Eldorado Axess	40'	2014	10	25
Eldorado Axess	40'	2015	9	38
Eldorado Axess CNG	40'	2015	9	16
Eldorado Axess	40'	2016	8	68
Eldorado Axess	40'	2017	7	80
Eldorado E-Z Rider II (Trolley)	30'	2017	7	7
Eldorado Axess CNG	40'	2017	7	57
Eldorado Axess CNG	40'	2018	6	9
Eldorado Axess CNG	40'	2020	4	4
New Flyer XD40	40'	2020	4	82
Eldorado Axess	30'	2020	4	21
Eldorado Axess	30'	2022	2	36
				570

CU–Cutaway

Pace's 2024 Actual of 57.06% beyond ULB was favorable to its 2024 Projected Performance Measure Target of 60.78% by 3.72%. The 2025 Projected Performance Measure Target is set at 30.21%, because we are expecting delivery of 125 Cutaway vehicles to replace those exceeding their ULB.

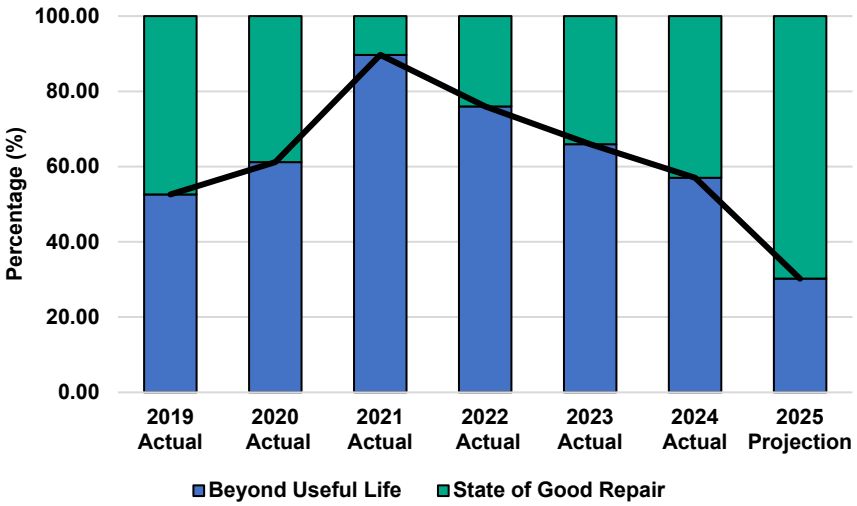


Photo: Coach and Equipment Phoenix Cutaway Bus

The values in the table below represent the percentage of Cutaway vehicles beyond their ULB.

NTD Performance Measures for Rolling Stock: Cutaway Submitted on 4/30/2025 to the National Transit Database (NTD)					
Performance Measure	**ULB**	**2024 Target**	**2024 Actual**	**2024 Variance**	**2025 Target**
CU-Cutaway	4	60.78%	57.06%	3.72%	30.21%

Cutaway Inventory as of 12/31/2024 Submitted on 4/30/2025 to the National Transit Database (NTD)				
Manufacturer & Model	**Length**	**Year**	**Age 2024**	**Quantity**
Champion Crusader	21'	2009	15	1
Champion Crusader	21'	2012	12	2
Eldorado Aerotech	25'	2014	10	1
Champion Challenger	22'	2014	10	47
Champion Crusader	23'	2015	9	11
Eldorado Aerotech	25'	2016	8	13
Champion Crusader	23’	2017	7	34
Eldorado Aerotech	25'	2017	7	118
Champion Crusader	23’	2018	6	3
Eldorado Aerotech	25’	2018	6	28
Champion Crusader	21'	2019	5	21
Coach and Equipment Phoenix	28'	2021	3	1
Coach and Equipment Phoenix	28'	2022	2	110
Coach and Equipment Phoenix	28'	2023	1	99
				489

MV–Minivan

Pace maintained the 2024 Performance Measure Target of 100.00% as all our vehicles exceeded their ULB. The 2025 Projected Performance Measure Target is set at 28.98% because we are expecting delivery of 125 Minivans to replace those exceeding their ULB.

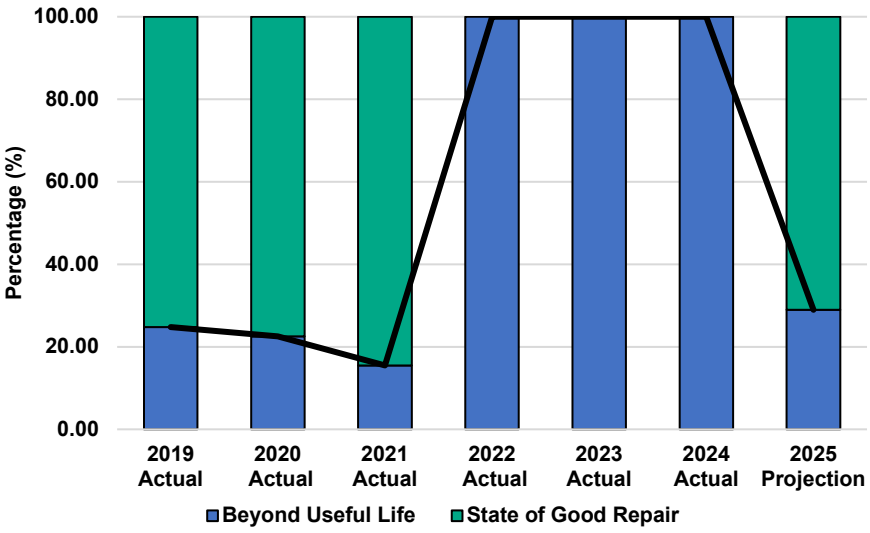


Photo: Dodge Grand Caravan

The values in the table below represent the percentage of Minivans beyond their ULB.

NTD Performance Measures for Rolling Stock: Minivan Submitted on 4/30/2025 to the National Transit Database (NTD)					
Performance Measure	**ULB**	**2024 Target**	**2024 Actual**	**2024 Variance**	**2025 Target**
MV-Minivan	5	100.00%	100.00%	0.00%	28.98%

Minivan Inventory as of 12/31/2024 Submitted on 4/30/2025 to the National Transit Database (NTD)				
Manufacturer & Model	**Length**	**Year**	**Age 2024**	**Quantity**
Dodge Caravan	17'	2012	12	1
Dodge Caravan	17'	2013	11	17
Dodge Caravan	17'	2016	8	4
Dodge Caravan	17'	2017	7	158
				180

VN–Van

Pace's 2024 Actual of 65.80% beyond ULB was favorable to its 2024 Projected Performance Measure Target of 69.64% by 3.84%. The 2025 Projected Performance Measure Target is set at 93.33% because 85 2020 Vans will have exceeded their ULB, and there are no planned replacements in 2025.

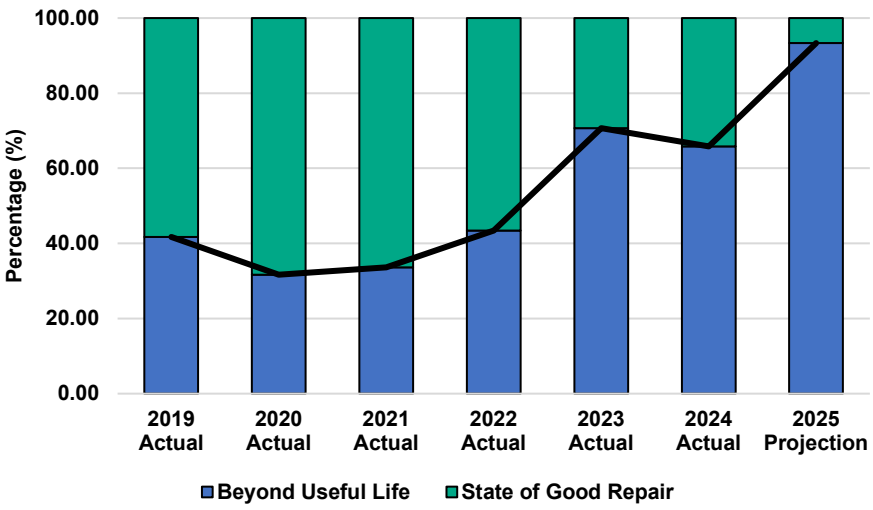


Photo: Ford Transit Van

The values in the table below represent the percentage of Vans beyond their ULB.

NTD Performance Measures for Rolling Stock: Van Submitted on 4/30/2025 to the National Transit Database (NTD)					
Performance Measure	**ULB**	**2024 Target**	**2024 Actual**	**2024 Variance**	**2025 Target**
VN-Van	5	69.64%	65.80%	3.84%	93.33%

Van Inventory as of 12/31/2024 Submitted on 4/30/2025 to the National Transit Database (NTD)				
Manufacturer & Model	**Length**	**Year**	**Age 2024**	**Quantity**
Ford E350	18'-20'	2013	11	4
Ford Transit	19'-20'	2016	8	58
Ford Transit	19'	2017	7	50
Ford Transit	19'	2018	6	90
Ford Transit	18'-19'	2020	4	85
Ford Transit	22'	2024	0	20
				307

Rolling Stock Performance Measure Target Calculation

Pace calculated the 2024 Revenue Vehicle Performance Measure Targets by dividing the Active Fleet that have met or exceeded their ULB by the Total Active Fleet. To conduct the 2025 Projected Vehicle Targets, one year is added to the vehicles age to re-baseline the fleet age. Pace then estimates the number of new vehicles it expects to receive during the year and adds them to the Projected Active Fleet. Lastly, Pace estimates the number of Active Vehicles it expects to deactivate from service during the year and removes them from the Projected Active Fleet. Pace then calculates the 2025 Revenue Vehicle Projected Performance Measure Targets by dividing the Projected Active Fleet that will have met or exceeded their ULB by the Total Projected Active Fleet

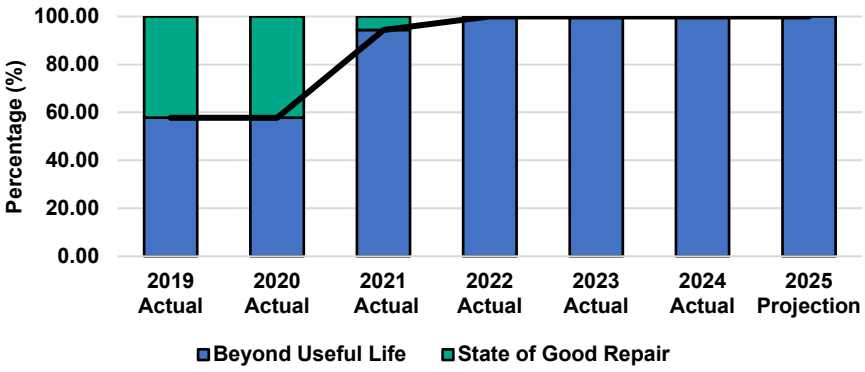
6. EQUIPMENT VEHICLE USEFUL LIFE BENCHMARK (ULB) PERFORMANCE MEASURES and INVENTORY

Transit agencies must report the number of Equipment (Service Vehicles) in the total fleet at the end of the fiscal year. Agencies must only report on Equipment for which they have capital replacement responsibility. Transit agencies are required to report data on Equipment, or vehicles which do not carry passengers. Agencies report Equipment inventory data by groups or fleets.

Pace calculated the 2024 Equipment Performance Measure Targets, and the 2025 Equipment Projected Performance Measure Targets using a similar methodology as for Rolling Stock, see **Section 5. ROLLING STOCK USEFUL LIFE BENCHMARK (ULB) PERFORMANCE MEASURES and INVENTORY.** The only difference is that the Equipment Inventory includes both Active ***and*** Inactive Vehicles owned by Pace in the fleet calculations. For Equipment, conditions are measured based on the asset's age relative to Pace's Useful Life Benchmark (ULB). A ULB is the expected lifecycle of a capital asset for a Transit Provider's operating environment, or the acceptable period of use in service for a Transit Provider's operating environment, or as per FTA guidance.

Automobiles

Pace maintained the 2024 Performance Measure Target of 100.00% as all our Automobiles exceeded their ULB. In 2024, 7 Automobiles were sold, reducing the fleet of 44 Automobiles down to 37. Pace has decided to go forward with only purchasing Trucks and Other Rubber Tire Vehicles rather than Automobiles. The 2025 Projected Performance Measure Target is set at 100.00% and expects to sell 3 Automobiles to further reduce the fleet down to 34 Automobiles.



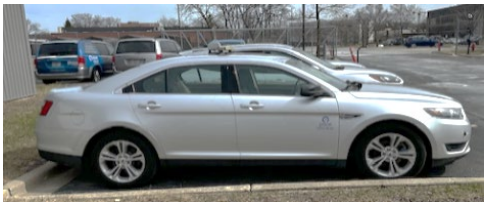


Photo: Ford Taurus Automobile

The values in the table below represent the percentage of Automobiles beyond their ULB.

NTD Performance Measures for Equipment: Automobiles
Submitted on 4/30/2025 to the National Transit Database (NTD)

Performance Measure	ULB	2024 Target	2024 Actual	2024 Variance	2025 Target
Automobiles	5	100.00%	100.00%	0.00%	100.00%

Automobiles Inventory as of 12/31/2024 Submitted on 4/30/2025 to the National Transit Database (NTD)			
Manufacturer & Model	**Year**	**Age 2024**	**Quantity**
Ford Focus	2009	15	1
Chevy Impala	2010	14	2
Ford Focus	2010	14	3
Ford Focus Electric	2014	10	1
Ford Taurus	2016	8	26
Ford Taurus	2017	7	4
			37

Trucks and Other Rubber Tire Vehicles

Pace's 2024 Actual of 76.92% beyond ULB was unfavorable to its 2024 Performance Measure Target of 45.70% by 31.22%. 50 2019 Ford Escapes were inadvertently counted as within their 5-year ULB in the 2024 target, as these are 2020 model year vehicles manufactured in 2019, which accounted for the large variance. The 2025 Projected Performance Measure Target is set at 71.71%, because we are expecting delivery of 3 trucks with cranes and 4 electric pick-up trucks.

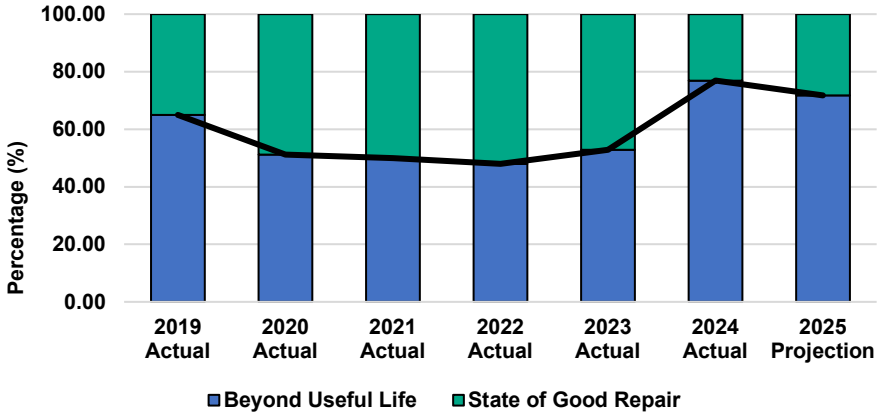


Photo: Freightliner 35T Truck "Cecil"

The values in the table below represent the percentage of Trucks and Other Rubber Tire Vehicles beyond their ULB.

NTD Performance Measures for Equipment: Trucks and Other Rubber Tire Vehicles Submitted on 4/30/2025 to the National Transit Database (NTD)					
Performance Measure	**ULB**	**2024 Target**	**2024 Actual**	**2024 Variance**	**2025 Target**
Trucks and Other Rubber Tire Vehicles	5/10	45.70%	76.92%	31.22%	71.71%

Trucks and Other Rubber Tire Vehicles (ORTV) Inventory as of 12/31/2024 Submitted on 4/30/2025 to the National Transit Database (NTD)					
Manufacturer & Model	**Truck / ORTV**	**ULB**	**Year**	**Age 2024**	**Quantity**
Chevy C7H042	Truck	10	1994	30	1
GMC C7H042	Truck	10	1994	30	1
International 4170	Truck	10	1995	29	4
International 4700	Truck	10	1995	29	2
Ford F350	Truck	10	2000	24	1
Ford F150	Truck	10	2005	19	1
Ford F250	Truck	10	2009	15	2
Ford E350	ORTV	5	2010	14	9
Ford F350	Truck	10	2010	14	10
Dodge Caravan	ORTV	5	2011	13	1
Ford E350 Cube Van	Truck	10	2012	12	2
Ford F250	Truck	10	2012	12	1
Dodge Caravan	ORTV	5	2013	11	3
Dodge Ram 1500	Truck	10	2013	11	3
Ford Explorer	ORTV	5	2013	11	10
Ford Transit Connect Mini	ORTV	5	2013	11	4
International 7400	Truck	10	2013	11	1
Dodge Grand Caravan	ORTV	5	2016	8	3
Ford F150	Truck	10	2016	8	1
Ford F350	Truck	10	2016	8	1
Ford Transit 350	ORTV	5	2016	8	1
Ford Explorer	ORTV	5	2017	7	2
Freightliner 35T	Truck	10	2018	6	1
Ford Escape	ORTV	5	2018	6	8
Ford F150	Truck	10	2018	6	5
Ford F550 w/crane	Truck	10	2018	6	1
Ford Escape	ORTV	5	2019	5	50
Ford F150	Truck	10	2020	4	4
Ford F250	Truck	10	2020	4	1
Freightliner 114SD	Truck	10	2021	3	1
Ford 250	Truck	10	2023	1	2
Ford Ranger Pickup	Truck	10	2024	0	5
Ford F-150 Lightning	Truck	10	2024	0	2
Ford F250	Truck	10	2024	0	3
Ford F350–charging truck	Truck	10	2024	0	1
Ford Transit	Truck	10	2024	0	8
					156

7. ELECTRICAL/SIGNAL/COMMUNICATIONS INVENTORY

Electrical, Signal, and Communications is *not* yet a required annual NTD reporting asset category for transit agencies. However, it is included here based upon the RTA annual budget categories accounted for in Pace's Capital Program of Projects, and because it is expected that all assets used in the provision of public transit will be included in the TAM Plan capital asset inventory.

Our Electrical/Signal/Communications asset inventory has different systems to support daily operations and consists of:

- Radio System
- Automated Vehicle Location (AVL) System
- Intelligent Bus System (IBS)
- Transit Signal Priority (TSP) System
- On-Bus Security System
- Bus Tracker Signage
- PULSE Monument Signage

The Radio System is for wireless two-way mobile communication between the bus dispatch and the bus drivers. The Automated Vehicle Location (AVL) System is a communication technology used for tracking our paratransit vehicles.

The Intelligent Bus System (IBS) is satellite-based communications technology. IBS is used to improve the tracking of fixed route buses, the collection of data, and communication between our Operations Department to our drivers. For our fixed route passengers, it also communicates real-time pick-up status at their stops.

Pace developed a Regional Interoperable Transit Signal Priority (TSP) System in coordination with the CTA, the Illinois Department of Transportation (IDOT), the Chicago Department of Transportation (CDOT), and the six individual collar counties departments of transportation. Additionally, Pace implemented signal timing optimization along intersections communicating with IDOT and/or the collar counties to have individual signal interconnects. By implementing timing offsets, this ensures priority traffic flow status is given to Pace buses to achieve or maintain on-time route arrivals and performance. Pace also identified and designed TSP Timing Plans for intersection implementation along prioritized corridors within its service area. Pace plans to continue TSP deployment along other corridors and is also looking at centralized TSP options for future deployments.

All Pace buses are equipped with constant recording by an on-bus security system. The system uses between 8-14 cameras at minimum, along with their technology to enable external recording before and after incidents. This system promotes the safety to both our bus drivers and passengers, alike, and enables Pace to identify any future behavior that may pose a safety risk.

Pace has diverse types of Bus Tracker signage deployed primarily at its highest-ridership locations. The Bus Tracker system shows real-time bus arrival and departure customer-facing information. In the table below, it lists our different signage navigation types with typical passenger locations where these are installed to assist with travel planning.

Signage Type	Typical Installation	Quantity
Nexus Alpha Bus Tracker	Shelters/Buildings	113
“e-ink” CHK Bus Tracker	Shelters (embedded)	26
Parsons Video Bus Tracker	Transit Centers	29
Parsons Video Bus Tracker in Monument	Pulse Milwaukee Station	17
Parsons Video Bus Tracker in Monument	Pulse Dempster Station	29*
*Some of these are pending installation.		**214**

Photo: PULSE Milwaukee Golf Mill Monument Signage with Video Bus Tracker

8. IMPLEMENTATION STRATEGY

Transit agencies who receive federal financial assistance are required by 2016 law, 49 CFR 625, to create a Transit Asset Management (TAM) Plan.

The TAM Final Rule also puts Transit Providers into two categories: Tier I, or Tier II. By FTA definition, Pace is a Tier I Provider because Pace operates greater than 100 vehicles across all fixed route modes.

Additionally, the TAM Final Rule states:

"*625.25 (b) A TAM Plan must include: (6) A provider's TAM Plan implementation strategy".* As defined in 49 U.S.C. Chapter 53 "*Implementation Strategy*" means a transit provider's TAM Plan Implementation Strategy should outline a plan showing the activities necessary to achieve its asset management goals (including all aspects of change management). The Plan should outline a schedule with roles, responsibilities, accountabilities, tasks, and dependencies. The implementation process should address dependencies, including reliance on the hiring of staff, funding availability, or software development.

The TAM Plan consists of 9 Elements, as follows:

1. **Inventory of Capital Assets**
2. **Condition Assessment**
3. **Decision Support Tools**
4. **Investment Prioritization**
5. **TAM & State of Good Repair Policy**
6. **Implementation Strategy**
7. **List of Key Annual Activities**
8. **Identification of Resources**
9. **Evaluation Plan**

In 2017, Pace's TAM Plan consultant conducted a Gap Assessment to evaluate Pace's general asset management maturity and proposed 23 Objectives to support developing the October 1, 2018, Pace initial TAM Plan framework. During 2019, the proposed 23 Objectives were divided into two categories, Baseline and Future TAM Plan Improvement Objectives. The Pace TAM Plan Objectives Handbook 2020 Update divided the Future Objectives into two categories: Implement Later and Further Investigate.

Implement Later: These are Objectives that the TAM Department is committed to moving forward with in general. The timing of these new Objectives is currently unknown and will require other Objectives or preliminary work to be completed before these can start and be moved to Baseline Objective.

Further Investigate: This category treats these as potential Objectives which need to be further explored to determine whether they should be programmed. If accepted, these potential Objectives may advance to Implement Later.

Our *TAM Plan Implementation Strategy Progress Report–2024* highlighted 2 of the 23 Objectives, listed below, that received updates to their "Established" status or achieved "Established" status. The progress of these 2 Baseline Objectives continued into 2025, with our commitment to advancing Key Action/Maturity Levels.

Baseline Objective 4:
Vehicle Tracking Utility (VTU)

Scope:

Develop a Vehicle Tracking Utility (VTU) in Oracle Application Express (APEX) to document Revenue and Non-Revenue Vehicles throughout their expected life cycle. The VTU output shall be able to present State of Good Repair (SGR) performance at Year levels; along with showing total quantities of Active, Inactive, Retired/Sold, and Contingency Vehicles based on vehicle status coordinated with NTD reporting requirements.

Benefits:

- ✓ Have a central repository to know the quantity and status of vehicles.
- ✓ Additionally, the data assists with verification of NTD reporting.

Key Action/ Maturity Level	Description/Status
1 Introductory	**a.** Define parameters which the VTU shall work, including but not limited to, creating a unified list of vehicles statuses commonly exhibited among assets, coordinating whether those are to be considered Active, Inactive, Retired/Sold, or Contingency Vehicles per NTD Reporting characteristics, determining factors which are cause for change in status, and defining time frames involved. **b.** Identify preliminary responsibilities of the NTD Vehicle Reporters. **Established a and b:** Identified through a whitepaper/project outline initial needs and development factors from the Transit Asset Management perspective of NTD Reporting. Provided expanded data workbook files to NTD reporters and coordinated data requests with those reporters to provide initial and ongoing data updates for the VTU.
2 Introductory	Develop the VTU within Oracle APEX. Enter data to determine baseline gaps associated with missing data points for given assets. Find missing information based on gaps discovered. Begin determining applicable points to conduct analysis on. **Established:** In 2021, the TAM Department and the IT Department worked together to implement the initial VTU System based on the whitepaper under Key Action 1, above.
3 Intermediate	Create a dashboard to provide visualization of information found within the VTU. Determine applicable graphics to demonstrate the information available. Identify applicable staff to monitor dashboard to understand areas for improvements for the VTU. **Established/Updated 2025:** The SGR Status Report provides an at-a-glance SGR Performance for Pace Vehicles logged in the VTU.
4 Intermediate	Develop and publish a policy on specific data governance for the VTU. Formally identify staff and expected roles even if only needed at a QA level vs. data input level. **Established/Updated 2025:** Data governance is included as part of the *Transit Asset Management (TAM) Vehicle Tracking Utility (VTU) IT Department User Guide, V2.2* developed by Pace IT and maintained by the TAM Department.
5 Intermediate	Update the *Transit Asset Management (TAM) Vehicle Tracking Utility (VTU) IT Department User Guide, V1.0* to create the *NTD TAM AIM A-30 & A-35 Reporter Vehicle Tracking Utility Manual – 2025, V1.1.* **Established 2025:** Training was developed for the NTD TAM Asset Inventory Module (AIM) Revenue and Non-Revenue Vehicle Reporters.

Baseline Objective 22:
Develop Asset Management Culture

Scope:

Achieve a collaborative Asset Management Culture with strong leadership at all levels of the organization and provide staff with skills to embrace asset management maturity.

Benefits:

- ✓ Senior leadership and management staff demonstrate commitment to asset management as a team effort through initiative-taking communication, cross functional collaboration, with support and empowerment to achieve objectives. Staff have the skills and knowledge to apply asset management effectively.

Key Action/ Maturity Level	Description/Status
1 Introductory	Conduct workshops to equip leaders to discuss asset management principles. **Established:** At least once every four years, the TAM Department conducts agency-wide workshops with internal stakeholders when the entire TAM Plan gets updated by the TAM Department. In 2022, Pace received the metric of "Not Deficient (ND)" for the FTA FY23 Triennial requirements for Transit Asset Management. **Next Steps:** In 2026 the TAM Department in coordination with Pace Internal Stakeholders will produce the 2027-2030 horizon period TAM Plan to refresh the 2023-2026 horizon period TAM Plan.
2 Introductory	Attain commitment from key decision makers and organizational players to serve as asset management role models. **Established:** Annually conducted during the NTD Reporting cycle. In January/February, the TAM Department holds an annual Kick-Off Meeting to discuss any NTD reporting changes/clarifications, and to coordinate the gathering of the required data for input into the NTD TAM Asset Inventory Module (AIM) forms.
3 Introductory	Conduct periodic workshops conducted to facilitate linkages across functions and levels to promote asset management objectives and progress achievement. **Established:** Annually conducted during the NTD Reporting cycle. Developed NTD TAM AIM data entry protocols. Organized and moderated NTD Reported workshops to review agreed data input methodology, monitor progress, and to inherently embed QA/QC oversight into Pace's annual upload to the NTD database.
4 Intermediate	For new NTD TAM AIM Reporters, conduct an NTD Orientation workshop to introduce the roles and responsibilities of annual asset inventory reporting, fleet planning, and annual NTD TAM AIM Performance Measure Target setting. **Established 2025:** Training was conducted in 1st quarter of 2025.
5 Advanced	**a.** Design an NTD TAM AIM Reporter training course to cover roles and responsibilities requirements due to retirement or staff reallocation. **b.** Create a knowledge development plan for delivering current and future training. **c.** Schedule and deliver asset management training based on the knowledge development plan. **Established 2025:** See Key Action 4 above.

9. LIST OF KEY ANNUAL ACTIVITIES

Per the TAM Final Rule, 49 CFR §625.25 Transit Asset Management Plan Requirements, (b) *Transit asset management plan elements* (7) states:

"A description of key TAM activities that a provider intends to engage in over the TAM plan horizon period;"

A list of key asset management activities or actions a transit provider determines are necessary for implementing TAM practices within the organization and are critically important to achieving the provider's transit asset management goals for the year.

The TAM Department typical quarterly process for a Fiscal Year (FY) is reflected below, identifying those work products that are applicable to specific quarters of operations. These work products can also overlap quarters as well.

TAM Department List Of Key Annual Activities	
Quarter 1 (January through March)	**Quarter 2 (April through June)**
▪ Prepare and submit the annual National Transit Database (NTD) Asset Inventory Module (AIM) Forms, set Performance Measure Targets, and produce a Narrative Report on changes in the status of Pace asset inventory condition.	▪ Complete NTD Reporting Task ▪ Conduct Physical Facility Conditions Assessment (FCA) to produce an annual report as input to the NTD A-90 TAM Performance Measure Targets Form and to inform the Pace Capital Budget Process. ▪ TAM Plan Implementation Strategy tasks.
Quarter 3 (July through September)	**Quarter 4 (October through December)**
▪ Begin annual TAM Plan Status Report for the RTA Budget Call. ▪ Participate in the Capital Budget tasks. ▪ TAM Plan Implementation Strategy tasks.	▪ Complete annual TAM Plan Status Report. ▪ Produce the TAM Plan Implementation Strategy Status Report.

Task that can occur in any quarter:

- Update the RTA Strategic Asset Management (SAM) Capital Optimization Support Tool (COST) model to help determine the regional State of Good Repair (SOGR) needs for backlog & funding requirements.

Task that occurs every four years:

Per the TAM Final Rule, 49 CFR §625.29 Transit Asset Management Plan: Horizon Period, Amendments, and Updates… "*A TAM plan must cover a horizon period of at least four (4) years…"*

- In 2026 the TAM Department in coordination with Pace Internal Stakeholders will produce the 2027-2030 horizon period TAM Plan to refresh the 2023-2026 horizon period TAM Plan.

End of Report