

# LINK TRANSIT FIVE-YEAR TRANSIT DEVELOPMENT PLAN

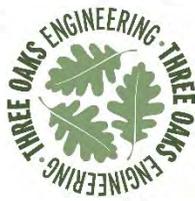
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# ACKNOWLEDGEMENTS

Link Transit Staff would like to express their gratitude to the following organizations for their invaluable contributions, guidance, and support throughout the development of the Link Transit Development Plan and Facility Feasibility Study. Their input and assistance were crucial to the successful completion of the study and the development and impactful transit service recommendations that will improve access and mobility for the community.

## MAJOR EMPLOYERS AND NON-PROFIT ORGANIZATIONS

- Alamance Chamber
- Alamance Community College
- Burlington-Graham Metropolitan Planning Organization (BGMPO)
- Cone Health
- Elon University
- Piedmont Triad Regional Council, Workforce and Economic Development

## COMMUNITY-BASED ORGANIZATIONS

- Alamance County Community Services
- Alamance County Social Services (DSS)
- Alamance Elder Care
- Alamance Wellness Collaborative
- Piedmont Triad Regional Council Area Agency on Aging
- United Way of Alamance County

## NEIGHBORING COMMUNITIES AND PARTNER AGENCIES

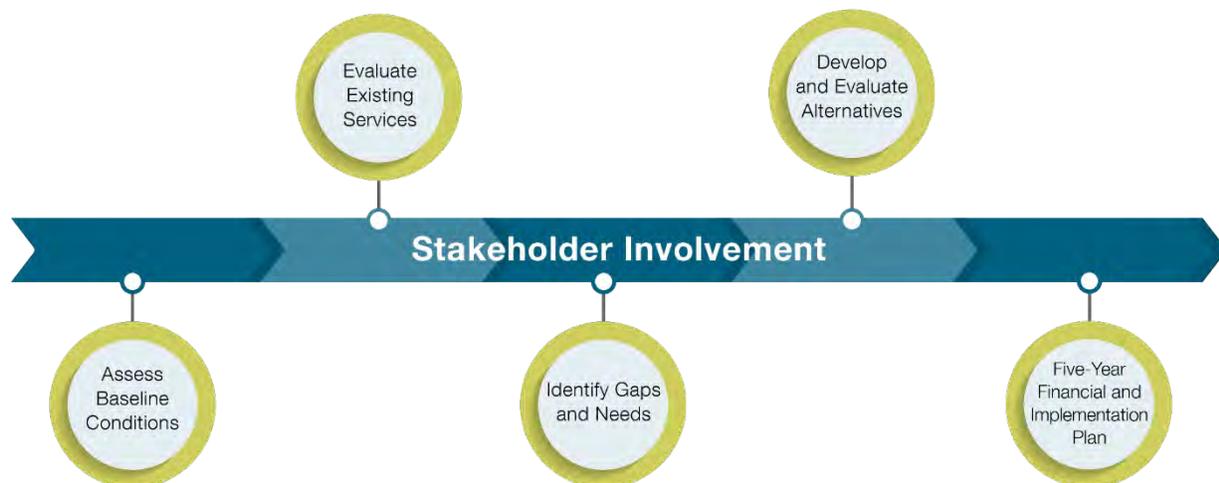
- Alamance County Transportation Authority
- City of Graham
- City of Mebane
- Orange County
- Piedmont Authority for Regional Transportation
- Town of Elon
- Town of Gibsonville
- Town of Green Level
- Town of Haw River
- Town of Whitsett
- Town of Swepsonville
- Village of Alamance

A special thanks to the Burlington City Council and the Link Transit Public Transit Advisory Commission for receiving presentations, information, and progress updates over the course of the Study, providing guidance and ultimately approving the Link Transit Development Plan.

# TRANSIT DEVELOPMENT PLAN AND TRANSIT FACILITY STUDY

Link Transit has developed a 5-year Transit Development Plan (TDP) and Transit Facility Study to evaluate the current transit system's performance and provide recommendations for the future, including potential system expansions and facility improvements. The TDP evaluates the existing transit system and facility needs to examine what's working, what could be better, and how the agency can best serve the community in the future.

To best coordinate the identification of transit service improvements with transit-supportive capital needs, a parallel study was conducted by Link Transit to improve customer amenities, operational efficiency, and examine potential new transfer hubs, as well as locations for a new Operations and Maintenance (O&M) Facility and Link Transit Passenger Transfer Center.



## Table of Contents

System Background.....	8
History .....	8
Governance .....	8
City of Burlington Organizational Structure .....	10
Review of Basic Financials .....	12
Interlocal Agreements .....	12
North Carolina State Maintenance Assistance Program .....	13
Previous Plans and Studies Review.....	13
Link Transit .....	13
Triennial Performance Audit.....	14
Burlington-Graham Metropolitan Planning Organization (BGMPO) .....	14
Transit Demand and Community Needs Assessment .....	18
Current Demographic Profile .....	19
Black, Indigenous, and People of Color (BIPOC) Population.....	20
Hispanic People .....	21
Seniors.....	22
People Living in Poverty.....	23
People with Disabilities .....	24
Zero-Vehicle Households.....	25
Transit Propensity .....	26
Demographic Projections .....	27
General Travel Demand.....	27
Overview of Transit System .....	29
Transit Services.....	29
Fixed-Route .....	29
Manual Ridership Counts.....	31
On-Time Performance.....	32
Demand Response .....	32
Connecting Services .....	33
Fare Structure.....	35

Transfers.....	35
Discounted Fares.....	35
Fare-Free Groups.....	35
Fare Payment Options.....	35
Fleet and Facilities.....	36
Service Fleet.....	36
O&M Facility.....	37
Transfer Hubs.....	37
Bus Stops.....	38
Park-and-Ride Lots (Major Transfer Points).....	38
Goals, Objectives, and Standards.....	39
Service Standards and Design Guidelines.....	39
Primary Evaluation Standards.....	41
Secondary Monitoring Standards.....	42
Review And Update Process.....	42
Summary Of Goals, Objectives, and Standards.....	42
Monitoring And Reporting Performance.....	45
Data Collection.....	45
Reporting Intervals.....	45
Service Evaluation.....	46
Fixed-Route Trend Analysis.....	46
Paratransit Trend Analysis.....	55
Key Takeaways.....	61
Community Outreach Approach.....	63
Community Outreach Goals.....	63
Key Stakeholders and Strategies.....	64
Focus Groups - Employers, Non-Profit and Community-based Organizations.....	64
Key Outreach Strategies.....	65
Phase I.....	66
Key Takeaways.....	66
Phase II Engagement.....	67

Key Takeaways.....	67
Executive Summary .....	69
Current Marketing Methods.....	70
Social Media Assessment.....	70
Transit-Related Apps.....	72
Website.....	72
News.....	72
Physical Marketing Materials .....	72
Bilingual Promotional Materials .....	73
Comparison to Peer Agencies .....	73
Onslow United Transit System (OUTS).....	74
GoCary.....	75
Audience Analysis.....	76
Recommendations .....	77
Marketing Channel Strategy .....	78
Digital Platforms .....	78
Traditional Media.....	79
Community Engagement.....	79
Marketing Channels for Audience Segments .....	80
Messaging Strategy .....	81
Partnership Opportunities .....	82
Content Calendar and Engagement Tactics .....	84
Key Performance Indicators and Evaluation.....	86
Timeline and Implementation .....	87
Service Recommendations .....	91
Guiding Information .....	91
TDP Goals and Objectives.....	91
Transit Service Recommendations .....	92
Red Route 1 .....	93
Orange Route 2.....	93
Blue Route 3 .....	94

Green Route 4.....	94
Purple Route 5 .....	95
NEW Yellow Route 6.....	96
NEW Pink Route 7 .....	96
Vehicle Requirements .....	98
Transit Supportive Capital Improvements.....	98
Temporary Passenger Transfer Hub.....	100
O&M Facility.....	102
Transfer Hub – Garden Road Walmart .....	102
Transfer Hub – Mebane Street Walmart .....	104
Fleet Needs.....	104
Implementation.....	109
Financial Recommendations .....	112
Potential Partnerships.....	113
Five-Year Financial Plan.....	113
Local Contributions .....	115
SMAP.....	115
Federal Reimbursement.....	116
Discretionary Grants .....	116
Appendix A: Title VI Program.....	119
Appendix B: Public Engagement Results.....	157
Appendix C: Fleet Management Plan.....	173
Appendix D: Service Costs Calculations.....	182
Appendix E: Financial Plan Calculations.....	185



# **Transit System Overview and Analysis**

# OVERVIEW OF TRANSIT SYSTEM

Phase I of the TDP and a corresponding Transit Facility Study began in the Fall of 2023 with an analysis of existing conditions and system performance. Documentation of the system's current operations, administration, and capital inventory was performed to provide an overview of the status quo for Link Transit and establish a baseline for analysis and the development of recommendations.

## System Background

Link Transit is a public transit provider operating in Alamance County and portions of Guilford County. Link serves areas including Burlington, Elon, Gibsonville, Mebane, Alamance County Offices, Alamance Community College, and destinations in between. Riders can also connect directly to the Piedmont Authority for Regional Transportation (PART) Route 4 and the Elon Express.

Link Transit currently operates five fixed routes and paratransit service Monday through Friday, from 5:30 a.m. to 9:30 p.m., and Saturdays from 9:30 a.m. to 6:30 p.m., excluding major Holidays. Although Link Transit operated fare-free from June 2021 through 2023 to mitigate pandemic-related ridership declines, the system reintroduced fares on December 18, 2023. The updated fare structure includes a 1-Day unlimited ride pass and a 31-Day pass for fixed-route passengers at both general and discounted rates, as well as a flat fare for paratransit trips. Alamance Community College and Elon University attendees can ride free with their ID card.

## HISTORY

Started in 2006, the Burlington Graham Metropolitan Planning Organization (BGMPO) conducted a Public Transit Feasibility Study to evaluate the feasibility of operating a fixed-route transit system within the Burlington-Graham urban area. As a result of these planning efforts, a design for the new fixed-route transit system was proposed in 2014.<sup>1</sup> In 2015, the Burlington City Council voted to support the new transit system and Link Transit began operation in June 2016 with the goal of improving the quality of life for residents and visitors by providing a safe, reliable, and cost-effective mobility solution. Link Transit and the City of Burlington continue to participate with BGMPO in transportation planning activities.

## GOVERNANCE

Burlington City Council is the governing body responsible for decisions regarding Link Transit including services, routes, and fares with the Public Transit Advisory

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<sup>1</sup> Burlington-Graham Metropolitan Planning Organization. "2040 Metropolitan Transportation Plan Update." August 18, 2015.

Commission (PTAC) advising the Council on those decisions. In addition, Burlington's Transportation Department is responsible for transportation planning and management. The City has contracted with a third-party operator, Transdev, which is responsible for the day-to-day operations, maintenance, and customer service of the transit system.

The Public Transit Advisory Commission (PTAC), established by ordinance, consists of seven members – five appointed by the Burlington City Council, one by the Gibsonville Town Council, one by Mebane City Council, one by the Elon Town Council, and one by the Alamance County Board of Commissioners, with alternates from each governing body. The terms of PTAC membership dictate that all members of the Commission must reside within the jurisdiction of the participating governmental entity by which they were appointed and may not serve dual appointments with other appointed City of Burlington board or commission. Following the Commission's initial appointments, terms will be for a period of three years with a maximum of three consecutive terms. **Figures 1 and 2** illustrate the organization and staff structure of the City of Burlington.

## City of Burlington Organizational Structure

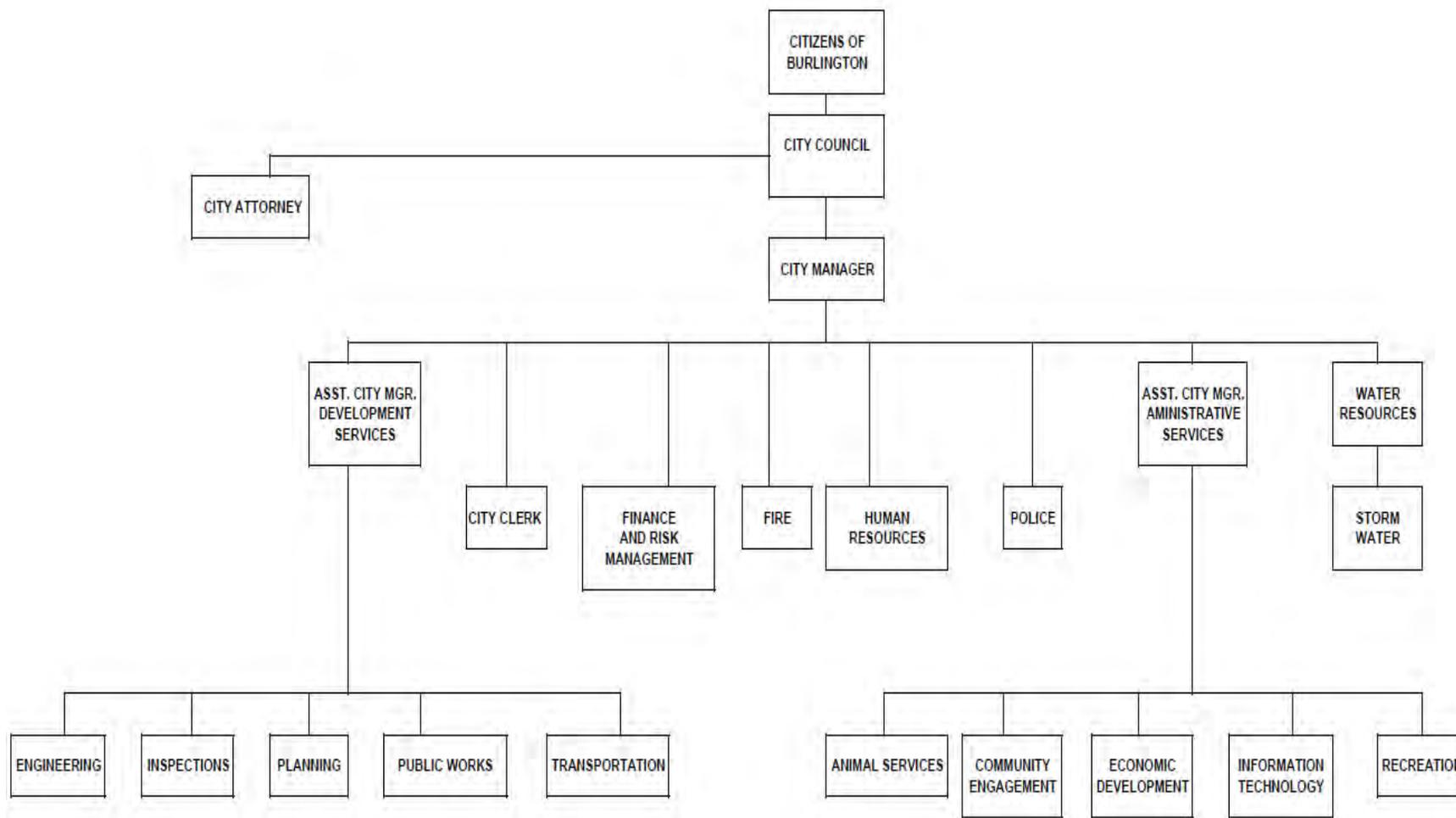


Figure 1: City of Burlington Organizational Structure

# DEPARTMENT OF TRANSPORTATION

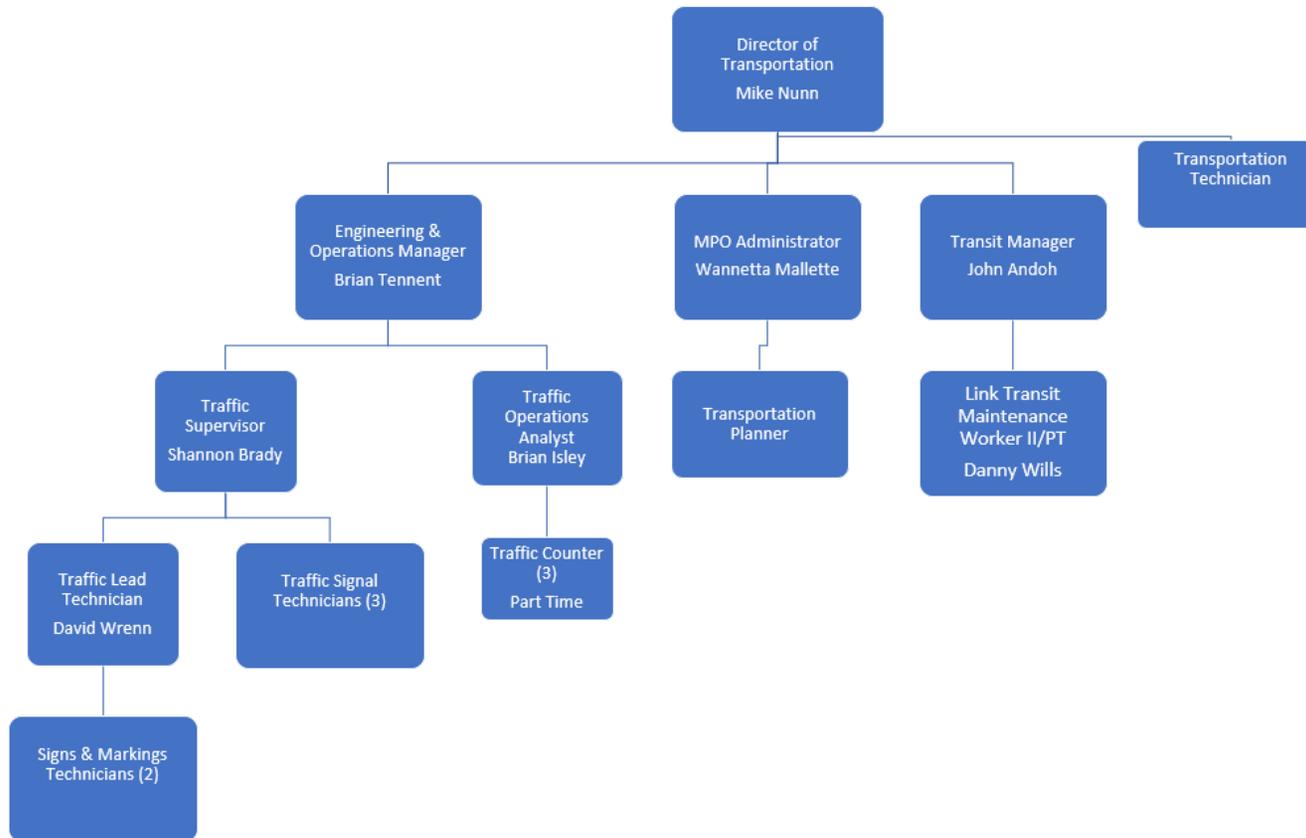


Figure 2: City of Burlington Department of Transportation Structure

## REVIEW OF BASIC FINANCIALS

The City of Burlington receives funding for Link Transit through federal reimbursement and the North Carolina Department of Transportation's (NCDOT) State Maintenance Assistance Program (SMAP), as well as through interlocal agreements with the Town of Gibsonville, Town of Elon, Town of Haw River, City of Mebane, Town of Green Level and contributions from Alamance County and Alamance Community College. **Table 1** summarizes Link Transit’s revenue for Fiscal Year (FY) 2023.

Operating Revenues	Budget	Actual
Alamance County Contribution	\$25,000	-
Alamance Community College Contribution	\$25,000	\$25,000
Transit Vehicle Tax	\$203,975	\$237,455
Federal Reimbursement	\$2,444,247	\$3,500,904
Gibsonville Reimbursement	\$35,000	\$35,103
State SMAP Funds	\$159,705	\$161,832
<b>Total Operating Revenues</b>	<b>\$2,892,927</b>	<b>\$3,960,294</b>

*Table 1: Link Transit FY 2023 Revenue*

Total public transportation expenditures for FY 2023 were \$1,768,047, with revenues totaling \$2,192,247 over expenditures. Conclusions and recommendations for Link Transit Financials are discussed in the implementation section.

### Interlocal Agreements

The City of Burlington and the Burlington-Graham Metropolitan Planning Organization (BGMPO) conducted a Fixed-Route Feasibility and Implementation Study in 2013 that determined a fixed-route public transit system, Link Transit, was in the best interest of the City and its residents. To best serve the area, the City partnered with neighboring jurisdictions to provide connected transit service and has adopted interlocal agreements with the Town of Elon and the Town of Gibsonville in 2023 and 2015, respectively, and most recently, the Town of Haw River, the City of Mebane and the Town of Green Level in 2024. Although provided the opportunity, the City of Graham has opted not to partner with Link Transit for transit services to date.

In short, these interlocal agreements identify the City of Burlington as a provider of transit service to Elon, Gibsonville, Haw River, Mebane, and Green Level residents as an extension of the preexisting Link Transit service. The Towns of Elon, Gibsonville, Haw River, Mebane and Green Level are responsible for acquiring easements needed within their jurisdictions for bus stops and for the local share of costs incurred for improvements. The Towns and cities are also responsible for reimbursing the City of Burlington for their share of the local math associated with the operating costs associated with their local routes within their limits.

## North Carolina State Maintenance Assistance Program

The City of Burlington receives a portion of Link Transit funding through the North Carolina State Maintenance Assistance Program (SMAP). The intent of the program is to provide operating assistance to urban, small-urban, and urban regional fixed-route and commuter bus systems with low overhead and paperwork. Eligible expenses include:

- Operating expenses as defined in the FTA C. 90501.A. circular for the FTA Section 5307 program
- Preventative maintenance and Americans with Disabilities Act (ADA) service costs – although defined for federal grants as capital expenses, both are still considered operating expense for the SMAP funds

**Table 2** displays the City of Burlington SMAP claims from FY 2018 to FY 2023.

Fiscal Year	SMAP Allocation
FY2018	\$133,899
FY2019	\$133,899
FY2020	\$158,128
FY2021*	N/A
FY2022	\$161,832
FY2023	\$161,832

*Table 2: City of Burlington SMAP Claims FY 2018 – FY 2023*

\*North Carolina General Assembly suspended SMAP funds in FY2022.

## Previous Plans and Studies Review

A review of relevant plans and studies was conducted as part of this transit development planning effort to better understand the planning environment Link Transit and its partner agencies are operating within, document planning work that has been recently conducted, and identify any relevant recommendations from recent plans.

### Link Transit

#### TITLE VI PROGRAM

The Link Transit Title VI Program<sup>2</sup> was adopted to establish compliance with Title VI of the Civil Rights Act of 1964 as a condition of receiving Federal financial assistance. In short, the Title VI Policy states that “no person in the United States shall, on the grounds of race, color or national origin, be excluded from participation in, be denied benefits of, or be otherwise subjected to discrimination under any program or activity for which Link Transit receives Federal financial assistance from the Department of

<sup>2</sup> Link Transit. “Title VI Program Update 2023-2025.” City of Burlington Transportation Department. October, 2022.

Transportation, including the Federal Transit Administration.” The policy also requires that any service and fare adjustments must be evaluated and documented under Title VI and the public must be provided with advance notice and the opportunity to engage in a public hearing. The full Title VI Program Update can be found in **Appendix A**.

### *Triennial Performance Audit*

According to the Link Transit FY24 Annual Report, a Federal Transit Administration (FTA) triennial review of the system occurred in February of 2024. Only one deficiency was found related to disadvantaged business enterprise standards, however, Link Transit’s annual report included the following items that have been addressed or were in progress as a result of the review during the 2024 period:

- Review of the Public Transportation Agency Safety Plan (PTASP)
- Discussions regarding bus stop improvements with local partners
- Addressing safety concerns at intersections and bus stops
- Service changes to improve on-time performance

### *Burlington-Graham Metropolitan Planning Organization (BGMPO)*

#### **BGMPO 2045 METROPOLITAN TRANSPORTATION PLAN**

The 2045 Metropolitan Transportation Plan<sup>3</sup> (MTP), adopted in 2020, is BGMPO’s long-range transportation plan that outlines transportation goals, objectives, issues and impacts for the region as it continues to grow over the next 25 years. Five overarching goals, related to all modes of transportation including public transit, guide the plan:

- **Goal 1:** Provide a safe, secure, comprehensive, and effective transportation system to move people and goods within and through the area
- **Goal 2:** Provide a transportation system that enables mobility choices
- **Goal 3:** Seek to optimize the existing transportation system
- **Goal 4:** Promote equity and accessibility in transportation options for transportation-disadvantaged populations
- **Goal 5:** Integrate land use and transportation planning

Perhaps most relevant to Link Transit are Objectives 2B – develop an integrated public transportation system that supports multimodal transportation options – and 2E – support better coordination of integration of existing transit services in Alamance County. In addition, BGMPO established four recommended strategies to improve regional transit service:

- Fund and undertake a regional transit feasibility study
- Establish a task force to define transit needs within the BGMPO area and a sustainable, phased funding plan to support the need

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<sup>3</sup> Burlington-Graham Metropolitan Planning Organization. “2045 Metropolitan Transportation Plan.” June 16, 2020.

- Implement steps to make available additional public transportation funding sources in BGMPO Region/Alamance County
- Plan for Additional Park and Ride Lots Across the Region

## 2024 – 2033 TRANSPORTATION IMPROVEMENT PROGRAM

The State Transportation Improvement Program (STIP), adopted in June of 2023, is a state and federally mandated plan that identifies regional transportation projects that will receive funding over the next 10 years. The Metropolitan Transportation Improvement Program (MTIP) is a subset of the STIP that identifies projects within BGMPO and is the “short range” component of the BGMPO Metropolitan Transportation Plan discussed above. It identifies regional transportation projects that will receive funding over the next five years.

Per the 2024-2033 STIP, Link Transit is identified to receive the following:

- \$1,081,000 for public transit improvements including bus shelters, construction, engineering, and design
- \$865,000 for planning a transit feasibility study and short-range transit plan
- \$1,550,000 for capital improvements to transit vehicles
- \$3,072,000 for preventative maintenance
- \$9,840,000 for operating assistance to maintain current level of service in addition to service expansion for weekend service
- \$1,356,000 for ADA service
- \$1,345,000 for planning for transit system management

## PUBLIC INVOLVEMENT PLAN

BGMPO’s Public Involvement Plan<sup>4</sup>, adopted in 2015 and amended in 2020, outlines public engagement processes and procedures for the area’s transportation plans and programs including the Metropolitan Transportation Plan, Transportation Improvement Program, Major Investment Studies, Program of Projects, and the Unified Planning Work Program. The plan, in accordance with federal, state and local requirements, is meant to ensure transportation plans are accessible to the public and meaningfully influenced by community input and priorities. The plan is guided by five main objectives:

- Engage a broad cross-section of the public in the transportation planning decision making processes of the BGMPO
- Enhance the public’s knowledge of the BGMPO multimodal transportation system, costs, and funding
- Evaluate the BGMPO’s public involvement procedures and its effectiveness for increasing public engagement and access to relevant information

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<sup>4</sup> Burlington-Graham Metropolitan Planning Organization. “Public Involvement Plan.” August 28, 2015 (amended May 19, 2020).

- Coordinate with the statewide transportation planning public involvement and consultation processes
- Periodically reviewing the effectiveness of the procedures and strategies contained in the participation plan to ensure a full and open participation process

## TITLE VI PLAN

As part of federal-aid requirements, BGMPO's works to ensure that its plans or programs do not exclude participation or discriminate against anyone on the basis of race, color, national origin, limited English proficiency, sex, age, disability, or low-income. The Title VI Plan<sup>5</sup>, adopted in 2019, outlines BGMPO's commitment to non-discrimination as well as compliance and enforcement procedures.

## ALAMANCE COUNTY TRANSPORTATION AUTHORITY CONNECTIVITY PLAN

The Alamance County Transportation Authority (ACTA) is the Alamance County public transportation authority that provides general public transportation services as well as operates demand response transportation throughout the county, including some areas also served by Link Transit. The ACTA Community Connectivity Plan<sup>6</sup>, adopted in 2018, outlines ACTA services over the next five years, organizational recommendations, and additional plans including an asset management plan, five-year financial plan, and implementation plan (in coordination with BGMPO).

## BGMPO REGIONAL TRANSIT FEASIBILITY STUDY

The Burlington-Graham Metropolitan Planning Organization (BGMPO) conducted a study to identify opportunities to better coordinate and expand transit service through the Regional Transit Feasibility Study (RTFS). This study examined ways to improve regional transit access to nearby destinations like Greensboro, Durham, and Chapel Hill. It considered equitable and innovative approaches to providing transit service, assess multimodal connections, reduce service duplication, determine cost-effective ways to enhance service, evaluate safety performance targets and measures, and develop funding recommendations. With limited available transit funding, understanding tradeoffs and priorities for service improvements was central to the project.

This study was developed by the BGMPO with support from partners at GoTriangle, ACTA, Orange County Public Transportation, Link Transit, and PART.

An Existing Conditions Assessment was conducted, analyzing commuting trends, transit ridership trends, and other existing conditions of the regional transit system was created

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<sup>5</sup> Burlington-Graham Metropolitan Planning Organization. "Title VI Program Plan." August 20, 2019.

<sup>6</sup> Alamance County Transportation Authority. "Alamance County Transportation Authority (ACTA) Community Connectivity Plan." July 2018.

to support the development of the RTFS. The report arrived at the following conclusions  
Conclusion relevant to Link Transit:

- Most of the Link Transit service area can support 60-minute local fixed route bus service, with some areas near Elon, the I-40 corridor, and central Burlington that could support 30-minute service
- Most points of interest in the Link Transit service area are served by fixed-route bus service except some high schools in rural areas of Alamance County and a Food Lion and Pleasant Grove Community Center to the northwest of Mebane.
- Most trips overall remain within the BGMPO study area while 58% of work trips travel outside of the area, especially to Greensboro, Durham, and Chapel Hill
- Link Transit ridership has surpassed pre-pandemic levels.

## Transit Demand and Community Needs Assessment

This TDP focuses on the existing and anticipated mobility needs of specific populations and the general public within the Link Transit service area. The estimated population of the Burlington Urban Area in 2022 was 145,967, living in 57,049 households, according to the 2022 American Community Survey 5-year Estimate. The average population density of the Burlington Urban Area is approximately 1,586 people per square mile.

Certain socioeconomic and demographic characteristics can indicate where there may be a need for public transit service and/or where populations are most likely to utilize transit are located. These socioeconomic and demographic characteristics include Black people, Indigenous people, and People of Color (BIPOC), Hispanic people, seniors, individuals with household incomes below the poverty line, people with disabilities, and zero-vehicle households. **Table 3** summarizes the socioeconomic and demographic characteristics of Burlington as well as North Carolina as a whole.

Demographic	Burlington City	Burlington Urban Area	North Carolina
<b>Total Population</b>	56,951	145,957	10,470,214
<b>Population Density</b>	1,790 (per square mile)	1,586 (per square mile)	196 (per square mile)
<b>BIPOC Population</b>	26,557 (46.6%)	58,878 (40.3%)	3,669,756 (35.0%)
<b>Hispanic Population</b>	9,989 (17.5%)	20,922 (14.3%)	1,051,008 (10.0%)
<b>People 65 Years and Older</b>	10,188 (17.9%)	23,048 (15.8%)	1,747,845 (16.7%)
<b>Total Households</b>	23,883	57,049	4,105,232
<b>Households Living in Poverty</b>	3,972 (16.6%)	8,431 (14.8%)	538,305 (13.1%)
<b>Households With at Least One Person with a Disability</b>	6,070 (25.4%)	13,316 (23.3%)	1,065,089 (25.9%)
<b>Zero-Vehicle Households</b>	1,742 (7.3%)	2,919 (5.1%)	220,103 (5.4%)

Table 3: Demographic Overview of Alamance County compared to North Carolina

The demographic makeup of the City and urbanized area have higher rates of most demographic and socioeconomic groups that historically, based on industry standards, are considered to utilize public transit more than the statewide rates of the same groups.

## CURRENT DEMOGRAPHIC PROFILE

**Figure 3** through **10** illustrate the spatial distribution of various populations with socioeconomic and demographic characteristics that are associated with a higher propensity for transit. Areas with higher population densities tend to have higher rates of transit use. Burlington is the population center of Alamance County and has some of the most densely populated block groups in the area. Population densities are highest in downtown Burlington and along US-70.

Most of the areas with high population density are currently served by the existing bus system. However, there are some areas with medium to high population density in Graham south of I-40, west of Elon, and to the north of Elon and Burlington that are not served by public transit. **Figure 3** illustrates the areas with higher population densities.

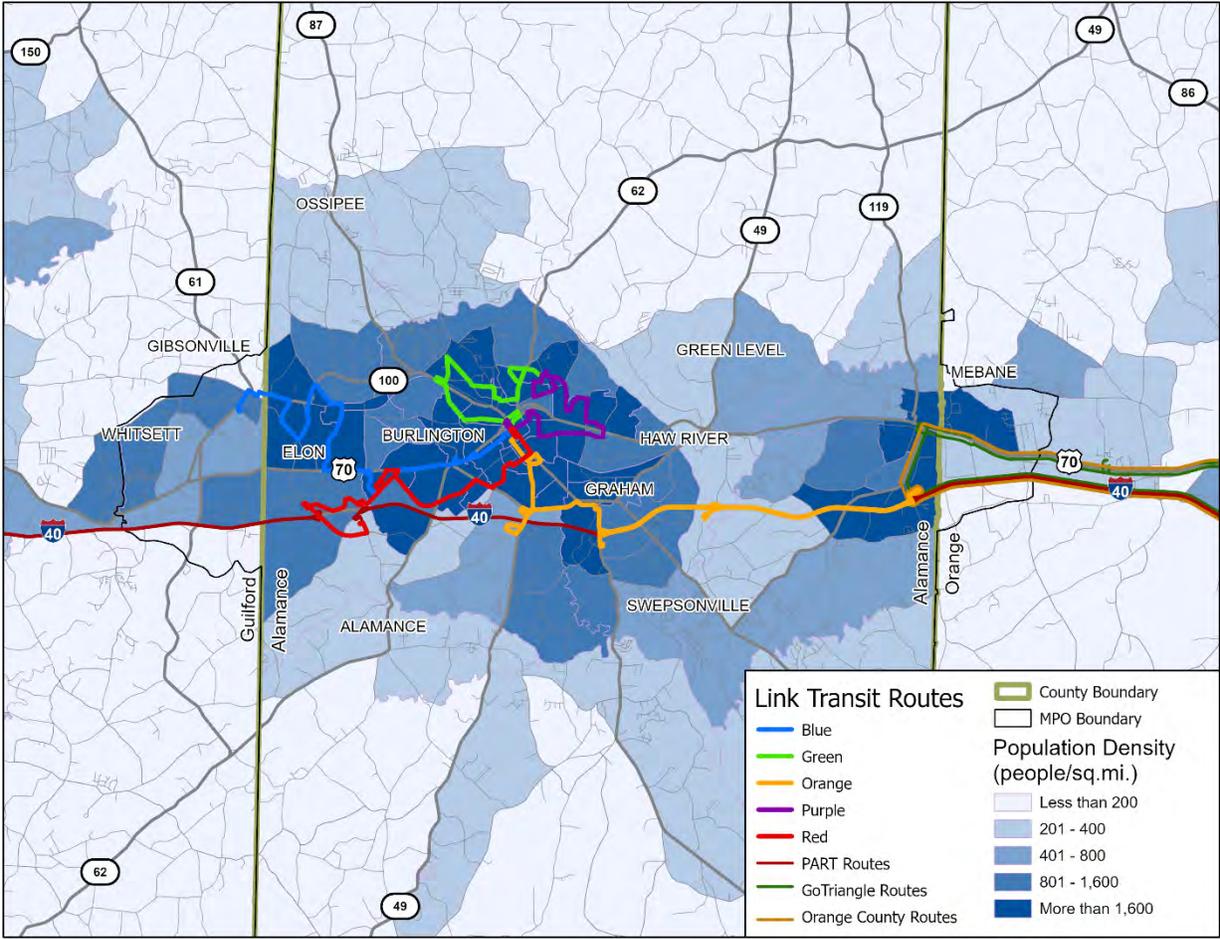


Figure 3: Population Density

### Black, Indigenous, and People of Color (BIPOC) Population

Black, Indigenous, and People of Color (BIPOC) make up 46.6% of the total population of Burlington, with the highest concentrations of these communities located in the central core and north of Burlington, as well as in the central core of Graham. Most of the areas of high BIPOC density are currently well-served by the existing bus system, as shown in **Figure 4**.

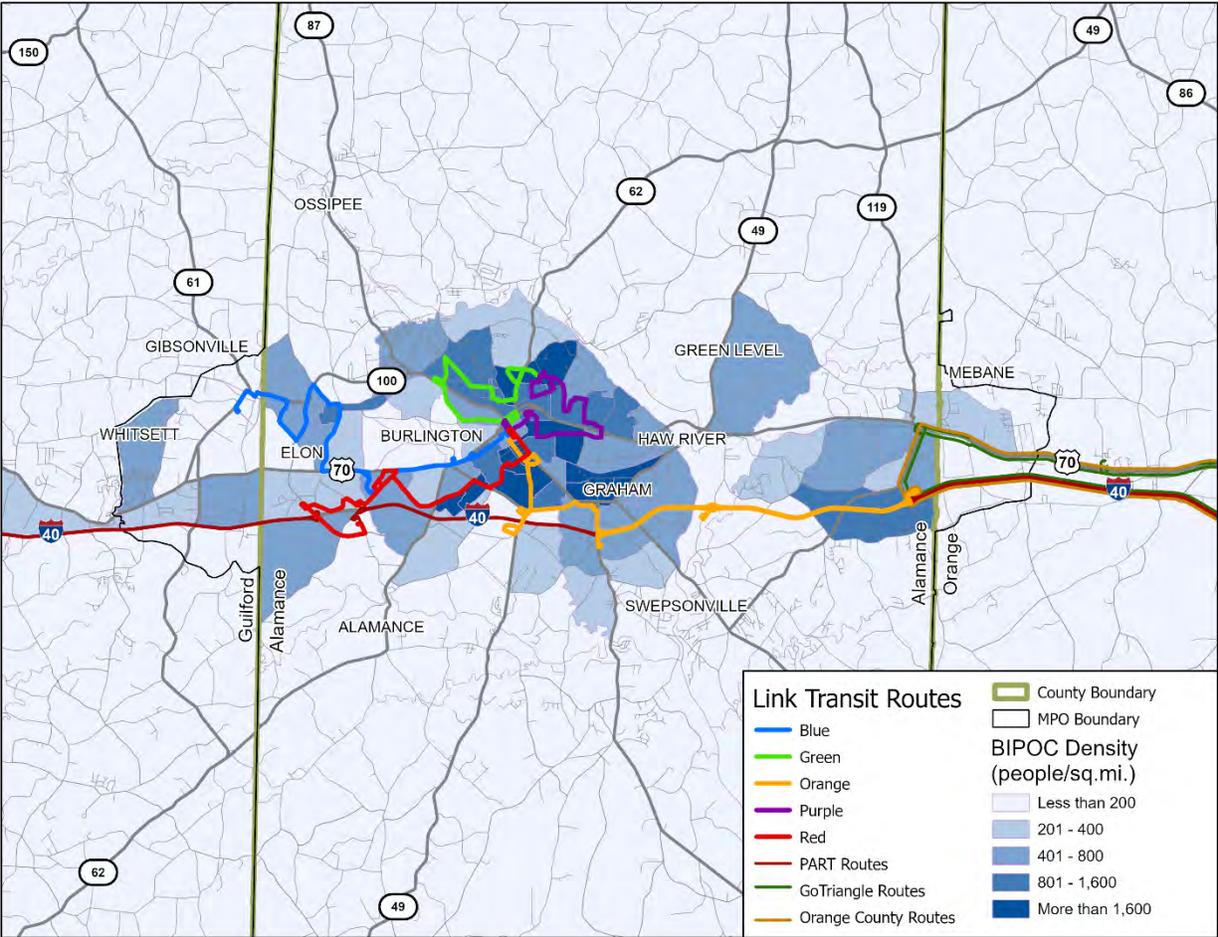


Figure 4: Density of Black, Indigenous, and People of Color (BIPOC) Population

### Hispanic People

In Burlington, Hispanic people make up 17.5% of the population. The population density of Hispanic people is concentrated in the south and east of Burlington and the north of Graham, as shown in **Figure 5**. There are very low concentrations of Hispanic people elsewhere in the county. Notably, an area of high Hispanic density in Graham is not currently served by an existing bus route.

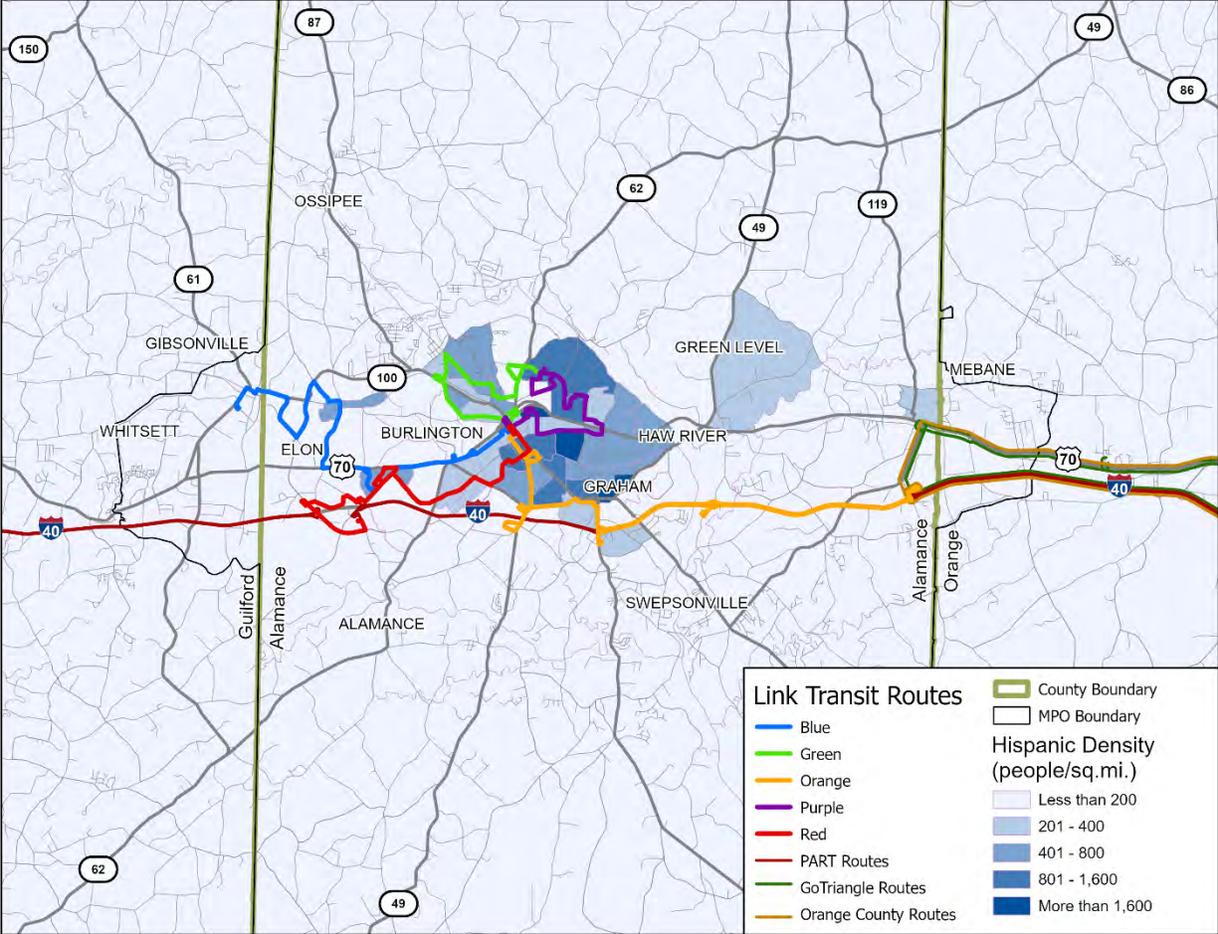


Figure 5: Density of Hispanic Population

### Seniors

Seniors (people over 65 years of age) make up 17.9% of the total population of Burlington. **Figure 6** shows areas of high senior population density spread across the Urban Area, though there appear to be relatively few seniors living close to the downtown cores. All areas with high senior population density are served by the existing bus system.

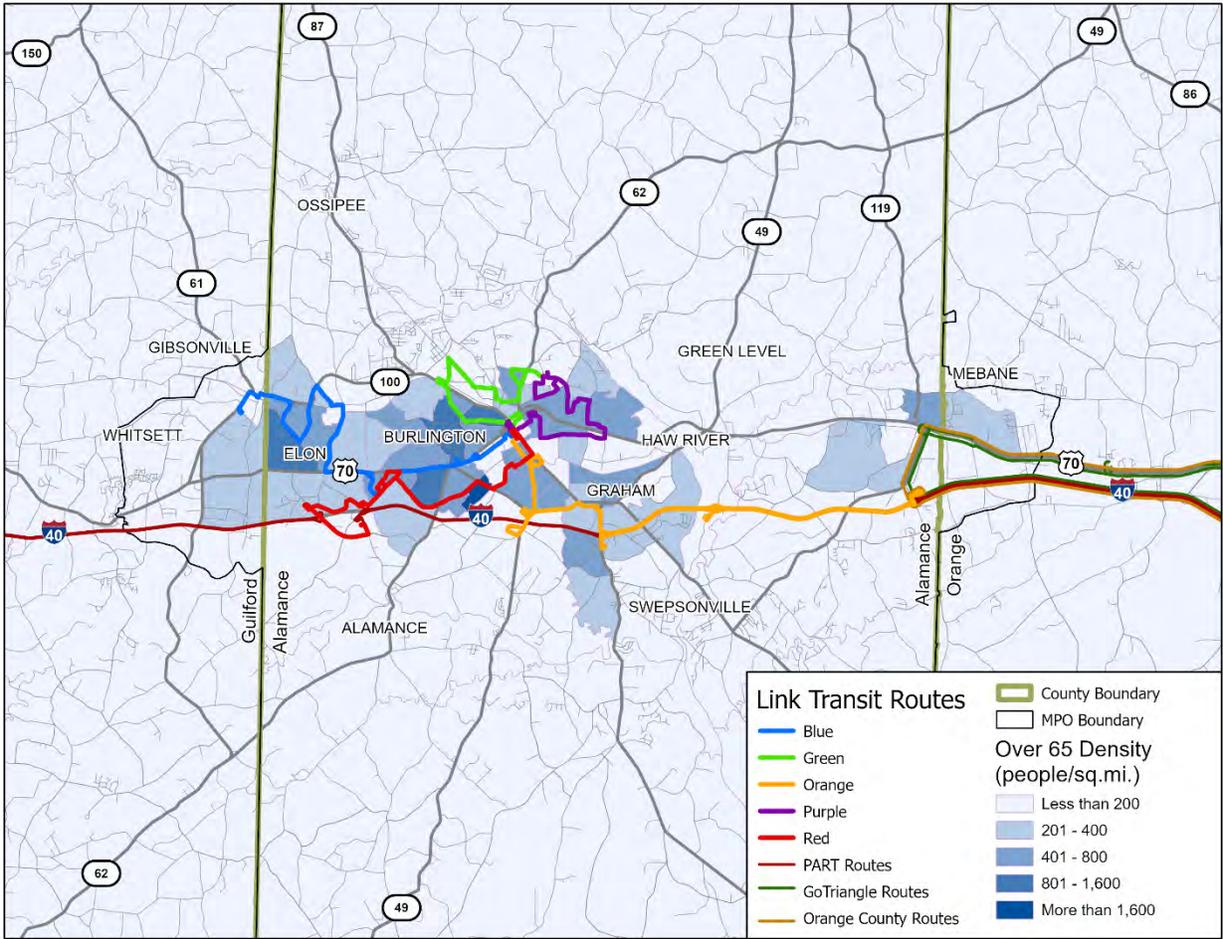


Figure 6: Density of People aged 65 and older

### People Living in Poverty

People below the poverty line are less likely to be able to afford personal transportation and are more likely to rely on public transit. In Burlington, 16.6% of households earn less than the poverty level. **Figure 7** shows concentrations of people living below the poverty line can be seen in the city centers of the Urban Area. Most areas with a high concentration of people living below the poverty line are served by existing bus routes except populations in the block group north of downtown Graham.

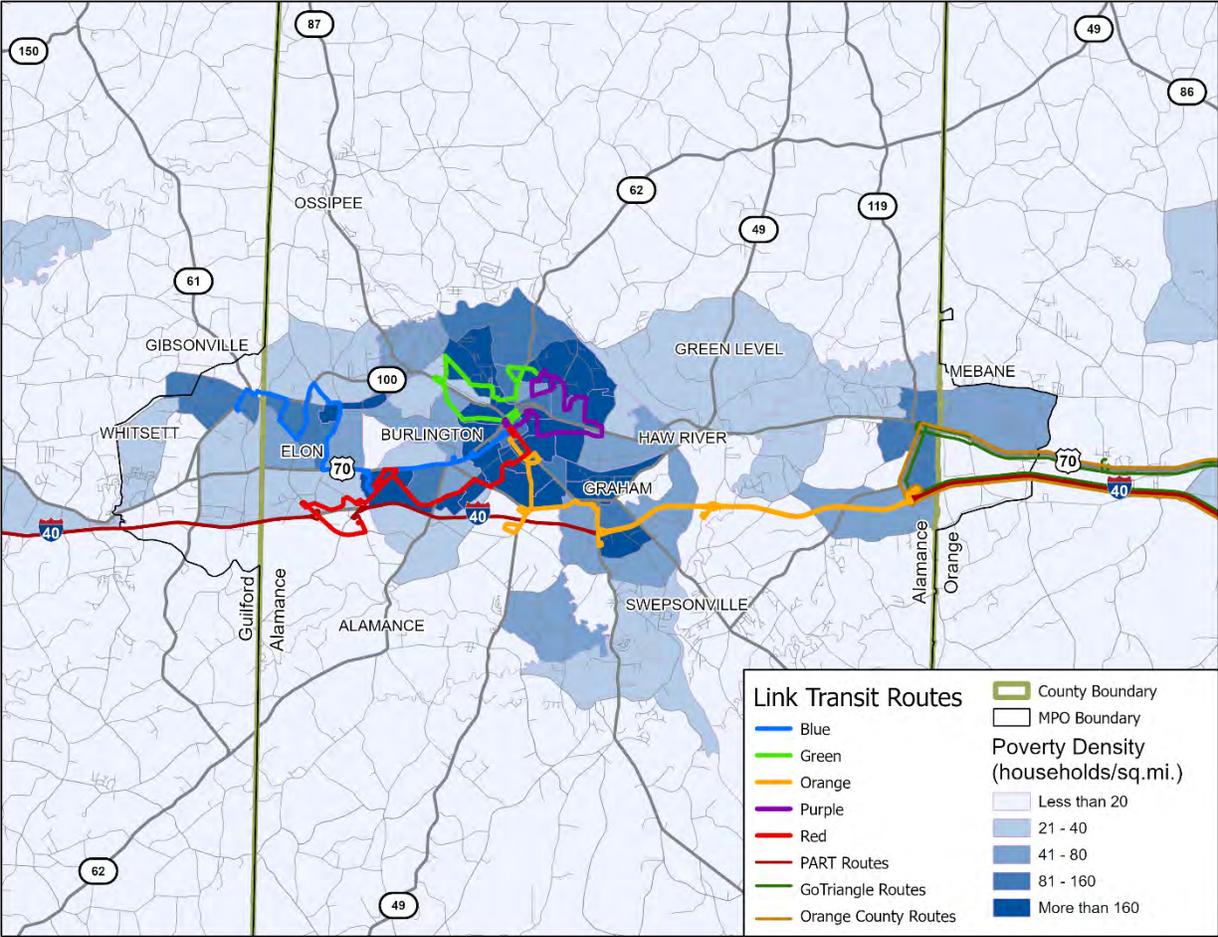


Figure 7: Density of Households Earning Below the Poverty Line

### People with Disabilities

In Burlington, 25.4% of all households have at least one person with a disability. **Figure 8** shows the density of people with a disability. Most areas with a high density of people with disabilities are currently served by the bus system, except for the area to the southwest of the junction of I-40 and NC-62 and the area to the east of the center of Burlington and areas surrounding Whitsett.

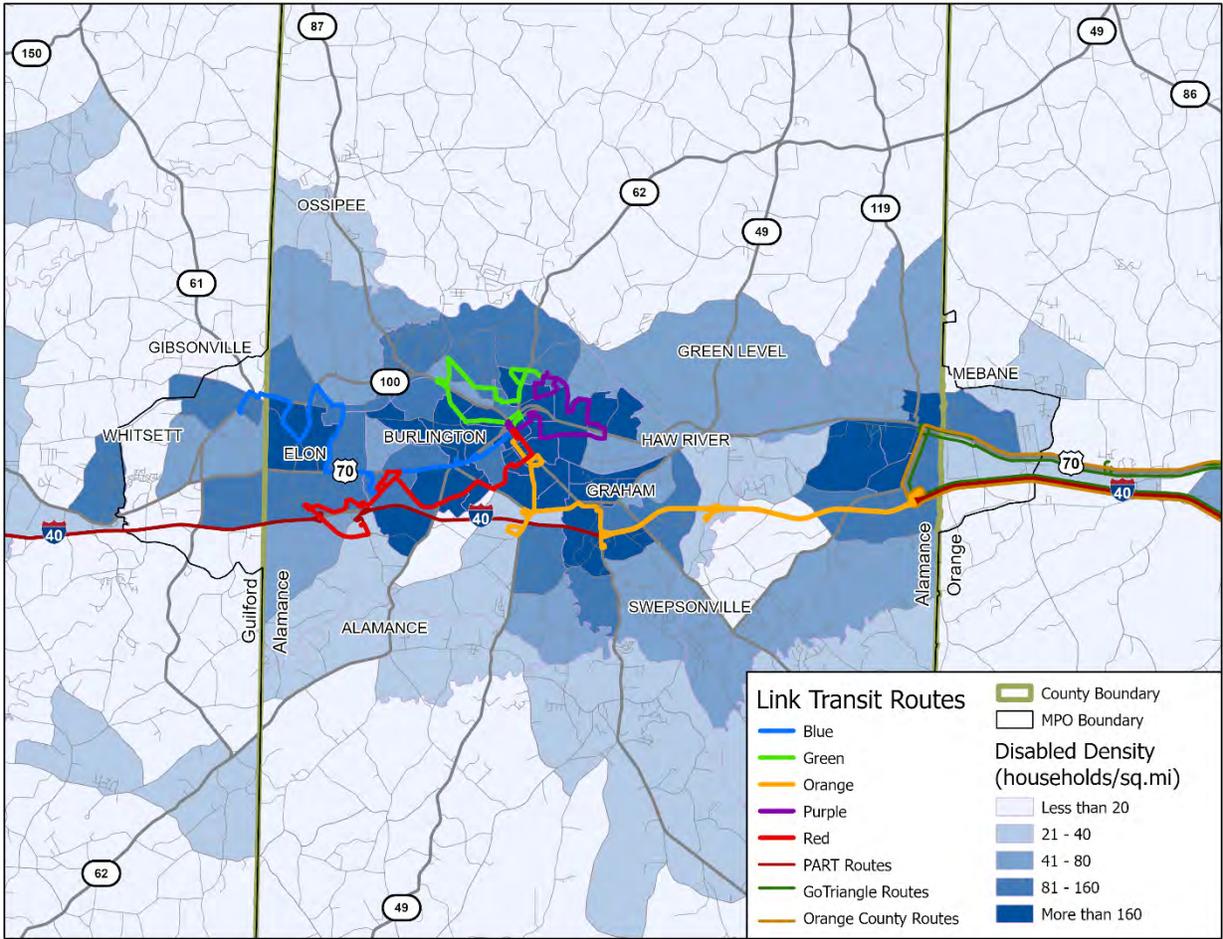


Figure 8: Density of Households with at Least One Person with a Disability

## Zero-Vehicle Households

People living in households without access to a personal vehicle are more likely to use public transit. In Burlington, 7.3% of households do not have access to a personal vehicle. As shown in **Figure 9**, the centers of Burlington and Graham have areas of high concentrations of zero-vehicle households. There are some areas of medium to high zero-vehicle household density south of I-40 and to the west of Elon that are not served by existing bus routes.

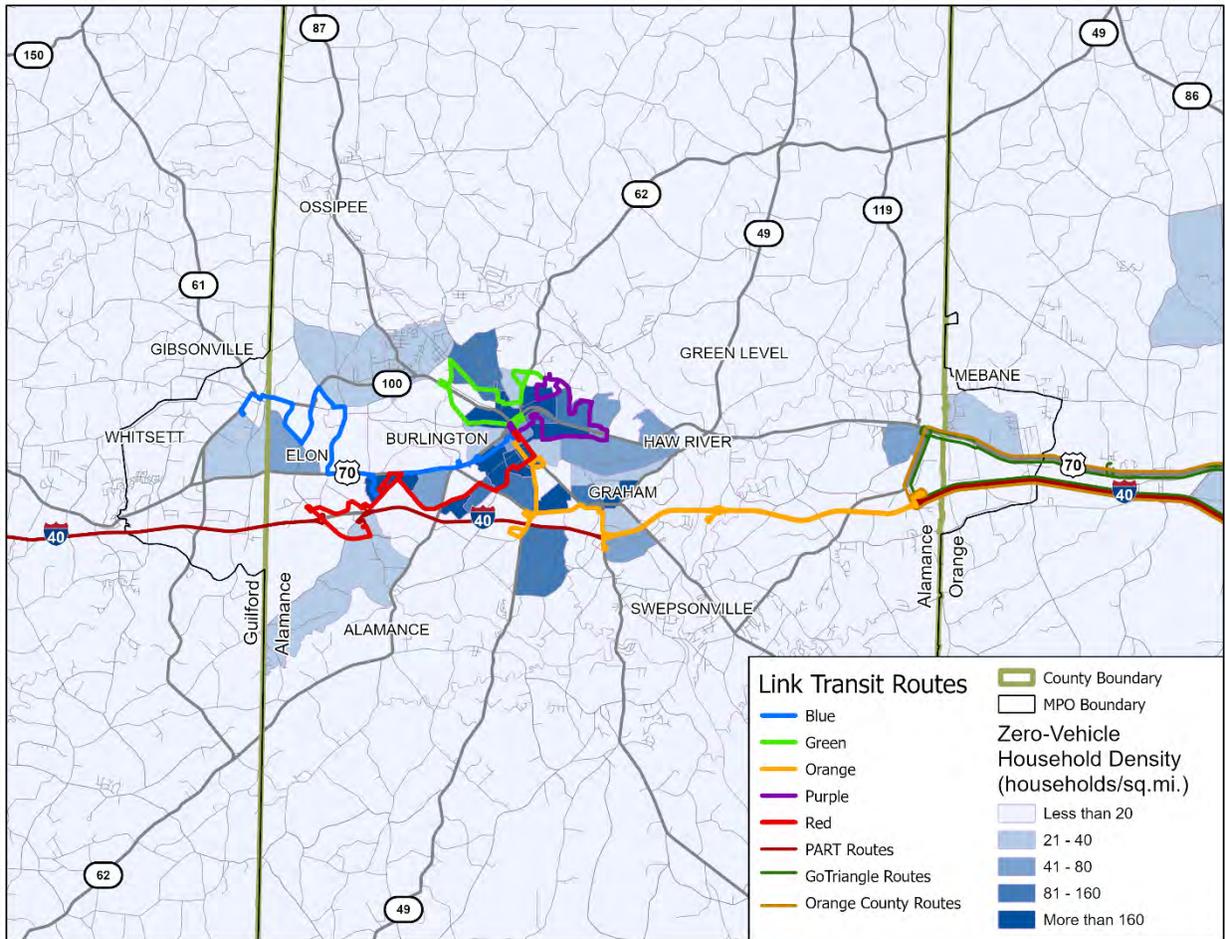


Figure 9: Density of Households without Access to a Personal Vehicle

### Transit Propensity

The transit propensity map shown in **Figure 10** represents the density of the total combined demographic and socioeconomic groups shown above, assigning a transit propensity score for each census block group. The various demographic groups were not weighted, meaning a census block with a total population density of 100 people per square mile, a BIPOC density of 20 people per square mile, and a senior density of 10 people per square mile would score the same as a block group with 70 people per square mile, 40 BIPOC per square mile, and 20 seniors per square mile as both block groups would have a total of 130 when totaling these categories.

This method results in a map that correlates to population density more closely than the density of any of the other demographics. This is desirable if the goal of a transit system is to benefit the most people. Including the demographics with higher transit reliance adjusts the map to show where demand for transit might be higher per person.

The areas close to the downtown cores of the Urban Area, especially along the US-70 corridor, show the highest transit propensity. There is also an area of high transit propensity to the northwest of Burlington. This reflects what was shown previously in the demographic maps. Most areas with high transit propensity are currently served by transit, except for a gap to the north of the center of Graham.

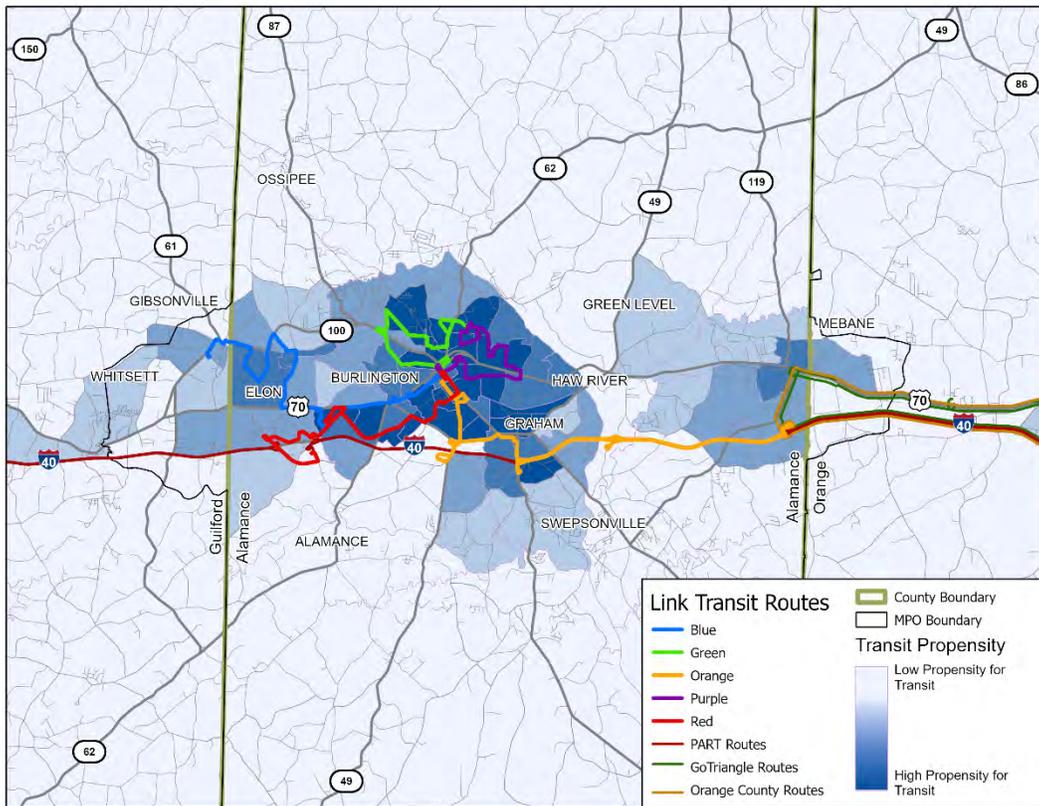


Figure 10: Transit Propensity

## Demographic Projections

The population of the BGMPO Planning Area – Alamance County and portions of Guilford and Orange Counties – is expected to grow by almost 37 percent from 2017 (176,711) to 2045 (241,734) according to the BGMPO 2045 Metropolitan Transportation Plan. Much of this growth is expected to occur in existing municipalities and along key travel corridors.<sup>7</sup>

Looking to demographics of the state as a whole, NCDOT estimates that 37 percent of growth in the state from 2019 to 2038 will be attributed to the non-Hispanic White population, 35 percent to the non-Hispanic non-White population, and 27 percent to the Hispanic population. During this same time period there is expected to be a proportionally larger aging (age 65 and older) population.<sup>8</sup>

NCDOT concluded the following relevant demographic challenges for transportation as the population continues to grow and change:

- Challenges related to population growth: more drivers, increased vehicle miles traveled (VMT), and more demand on all modes of transportation
- Challenges related to an aging population: increased demand for alternative transportation modes

## General Travel Demand

In addition to documenting areas of potential need, the study team assessed general travel demand data to evaluate where there may be unserved or underserved travel markets. Using Replica data—a third-party data platform that sources travel information from GPS-enabled devices—the study team documented areas with a high concentration of trip destinations across all modes (biking, walking, personal vehicle, transit, etc.) across the Study area.

Through this analysis, the study team identified needs, gaps, and opportunities within the existing service network. The service analysis provided the basis for service recommendations across the Link Transit network, addressing transit and mobility needs and service performance goals. **Figure 11** illustrates the high demand destinations across the City of Burlington and the larger region.

<sup>7</sup> Burlington-Graham Metropolitan Planning Organization. “2045 Metropolitan Transportation Plan.” June 16, 2020.

<sup>8</sup> Cline, Mike. “Population Trends in North Carolina & Implications for Transportation.” North Carolina Department of Transportation, July 12, 2019

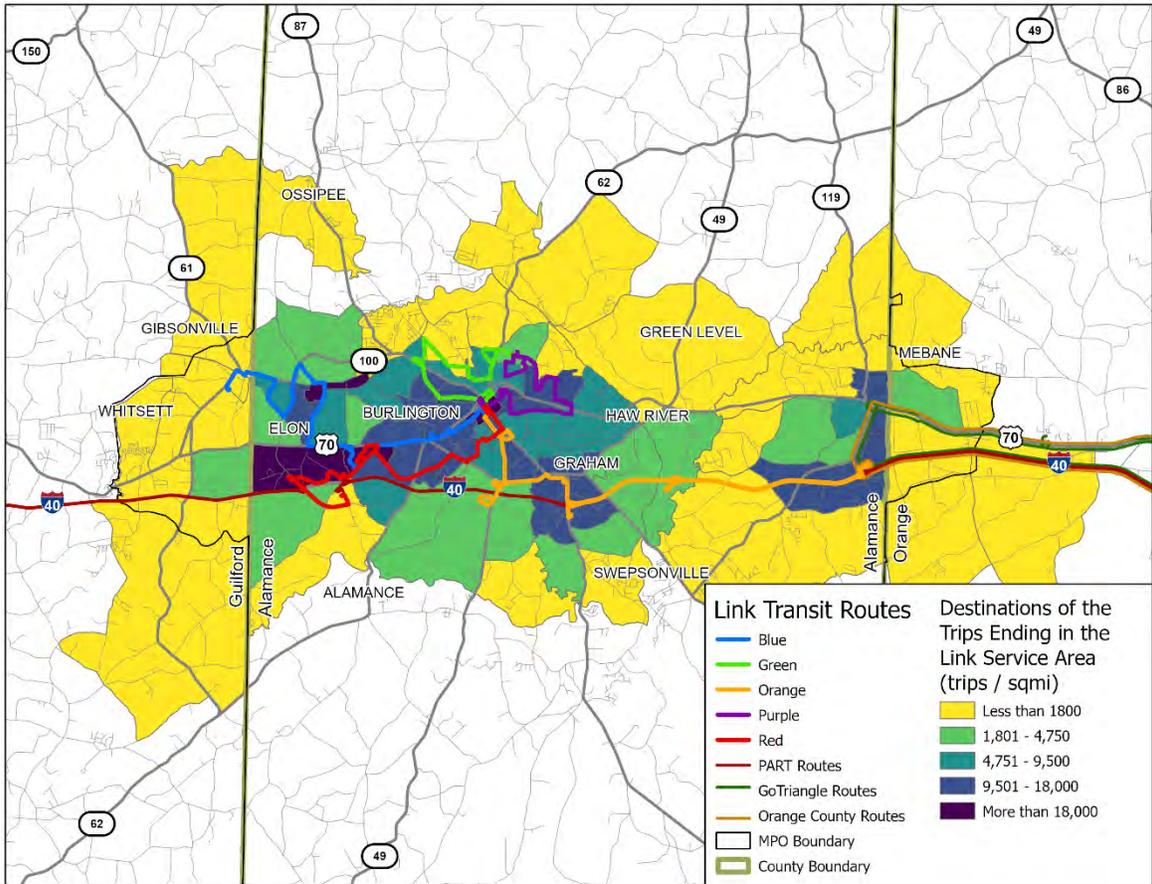


Figure 11: Travel Demand Analysis

Overall, Link Transit’s fixed route system touches many areas with high transit propensity and concentrated areas of high travel demand. However, service network gaps were identified that could be addressed with route realignment and alternative service delivery models. Potential service gaps were identified north of the Green Route, in East Burlington, south of North Mebane Street, in the areas surrounding South Graham Hopedale Road and Main Street, leading into downtown Graham.

This Replica travel demand analysis was combined with transit propensity evaluation results to better understand needs and gaps and potential untapped transit markets across Burlington’s network. The combination of data sets assist in discerning high demand areas and destinations that may not currently have transit service, but also may not support a market for transit; whereas other areas may have a market for transit but not the density or trip demand to conclude a fixed route bus service would be productive.

## Overview of Transit System

The following sections provide an overview of Link Transit’s existing services and operations, including transit services, fare structure, revenue/support fleet, and transit supportive facilities.

### TRANSIT SERVICES

Link Transit’s current transit system, displayed in **Figure 12**, includes fixed-route bus service and paratransit services, including demand response and subscription service for the City of Burlington and surrounding areas. As of 2025, Link Transit serves a population of over 66,000 people over a geographic area of 35 square miles.

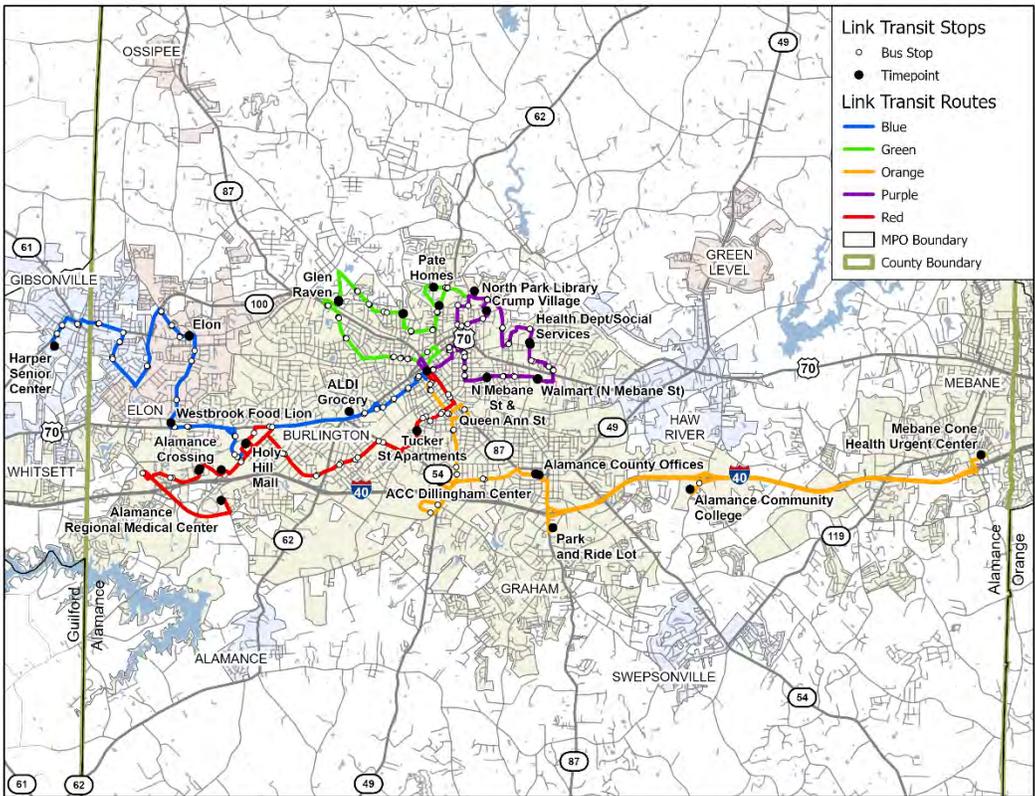


Figure 12: Link Transit System Map

### Fixed-Route

Link Transit’s fixed-route service includes five routes with a total of 185 stops, including the main Temporary Passenger Transfer Hub in Downtown Burlington. Routes operate in the City of Burlington with connections to Elon, Mebane, Green Level, and Gibsonville as well as Alamance County Offices and Alamance Community College. Specific route destinations include:

- **Red Route 1:** Tucker Street Apartments, Holy Hill Mall, Alamance Crossing, and Alamance Regional Medical Center (ARMC).
- **Orange Route 2:** Salvation Army, Alamance Community College (ACC), ACC – Dillingham Center, Alamance County Offices, Graham Park-and-ride Lot and Mebane Core Health Park-and-Ride Lot
- **Blue Route 3:** ALDI Grocery, Holy Hill Mall, Westbrook Food Lion, Elon, Gibsonville, and Gibsonville/Harper Senior Center.
- **Green Route 4:** Glen Raven, Lakeside Apartments, Pate Homes, Rauhut Street & Westmoreland Drive, and North Park Library.
- **Purple Route 5:** N Mebane Street & Queen Ann Street, Walmart, Health Department/Social Services, Crump Village, and North Park Library.

**Figure 13** shows Link Transit’s fixed-route passenger trips from 2017 to 2024 according to the FTA National Transit Database. Transit ridership dropped in 2020 and 2021 due to the pandemic but rebounded in 2022 to exceed pre-pandemic levels. Overall, Link Transit has seen ridership increase by over 91 percent since 2017.

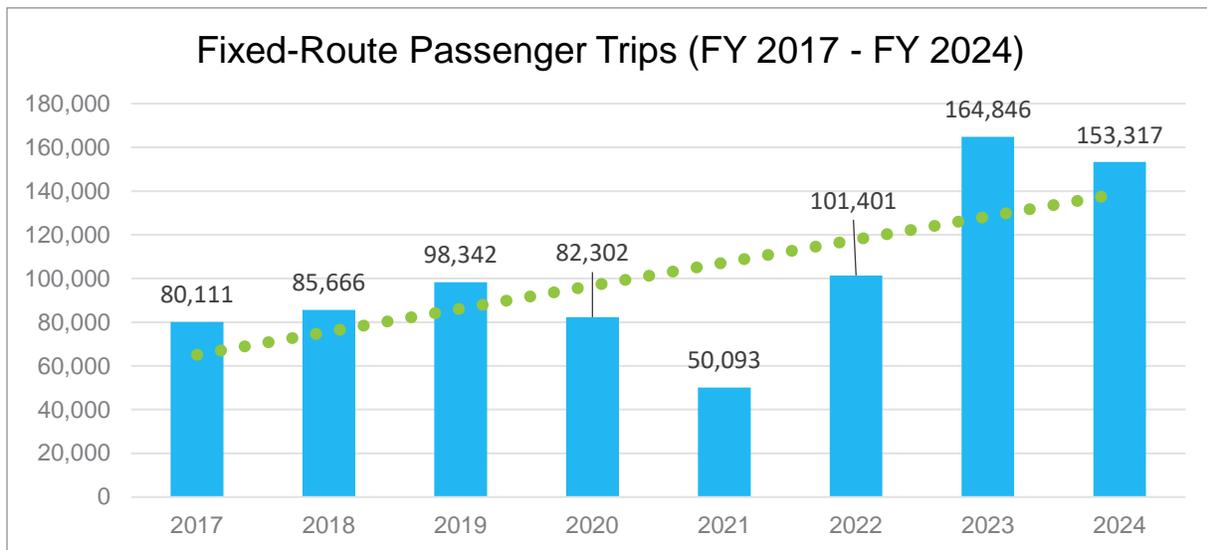


Figure 13: Link Transit Fixed-Route Passenger Trips FY 2017 to FY 2024

**Figure 14** shows average monthly ridership by stop for Link Transit routes in Fiscal Year 2024. This data predates the Orange Route extension in late 2024, so stops that were added as part of this extension are not included on this map. The stops with the highest ridership include:

- Transfer hubs such as the Worth Street Temporary Passenger Transfer Hub in Downtown Burlington and the North Park Library.
- Shopping destinations such as the two Walmart locations on North Mebane Street and Garden Road.

- Institutions such as Alamance Regional Medical Center and Alamance Community College.

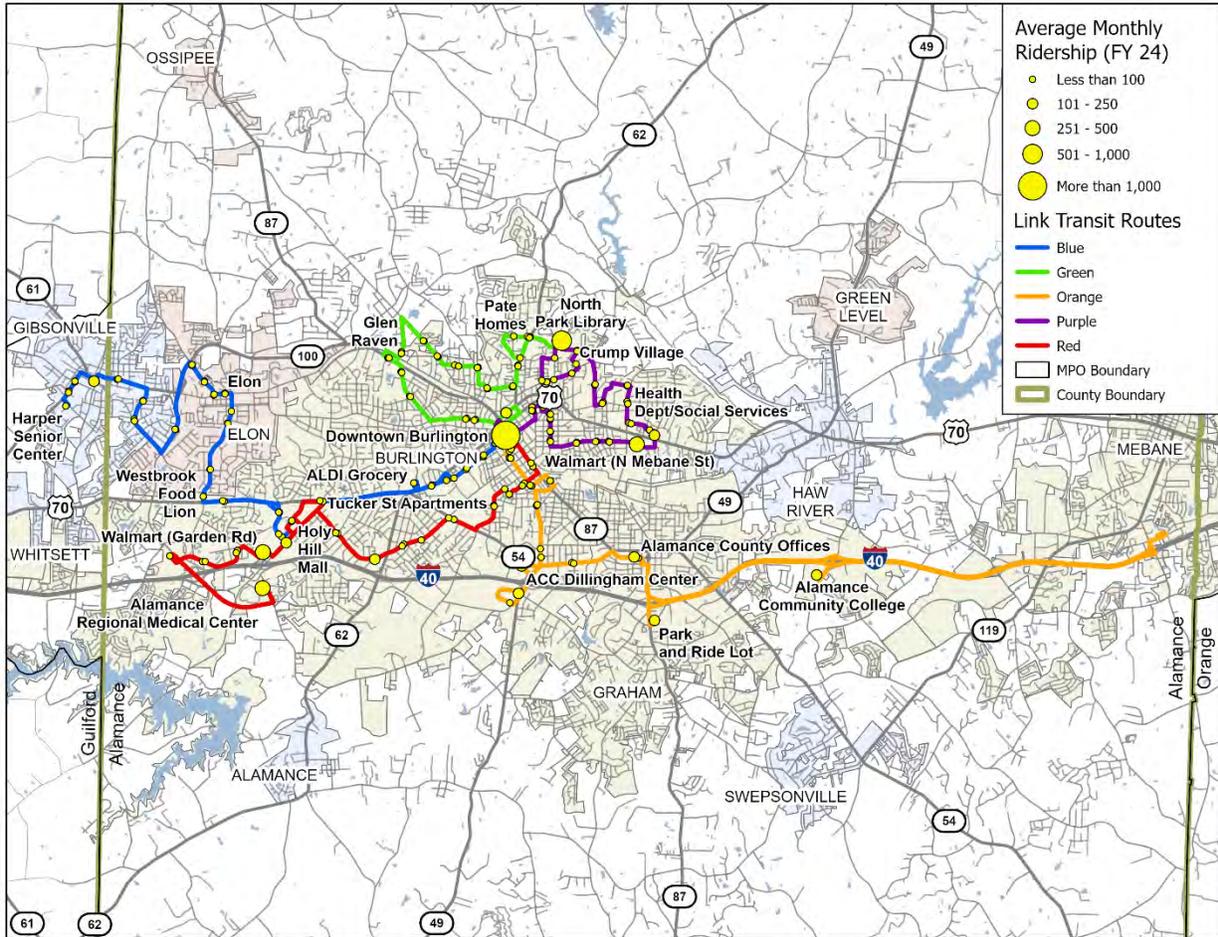


Figure 14: Average Monthly Ridership by Stop in Fiscal Year 2024

### Manual Ridership Counts

The Study Team performed manual ridership counts while conducting passenger surveys during Phase I of engagement on all Link Transit routes. The counts were performed over a series of six weekdays, in the morning and afternoon peak travel hours.

- October 27, 2023
- November 13, 2023
- January 15, 2024
- December 3, 2024
- December 19, 2024
- March 12, 2025

Study team members boarded routes at the temporary Downtown Passenger Transfer Hub and stayed on board the buses until the termination point, noting boardings, alightings, and arrival times at the end of line. These counts are not considered statistically significant but confirmed ridership trends and top ridership trends shown in

automated passenger count (APC) data. The Study team utilized the ridership information to verify the APC data results and ultimately to inform the prioritization of service hubs and high demand stops in the development of TDP recommendations.

**On-Time Performance**

At the same time the Study Team performed manual ridership counts, the team also observed schedule adherence of the routes, measured by arrival at scheduled timepoints. Early arrivals were considered not on time at any threshold and late arrivals were considered late beyond 5-minutes. These on-time performance observations are not considered statistically significant and were also verified and combined with publicly available Transit app real-time arrival information for the Link Transit system. Transit app data is provided as a total route average OTP percentage.

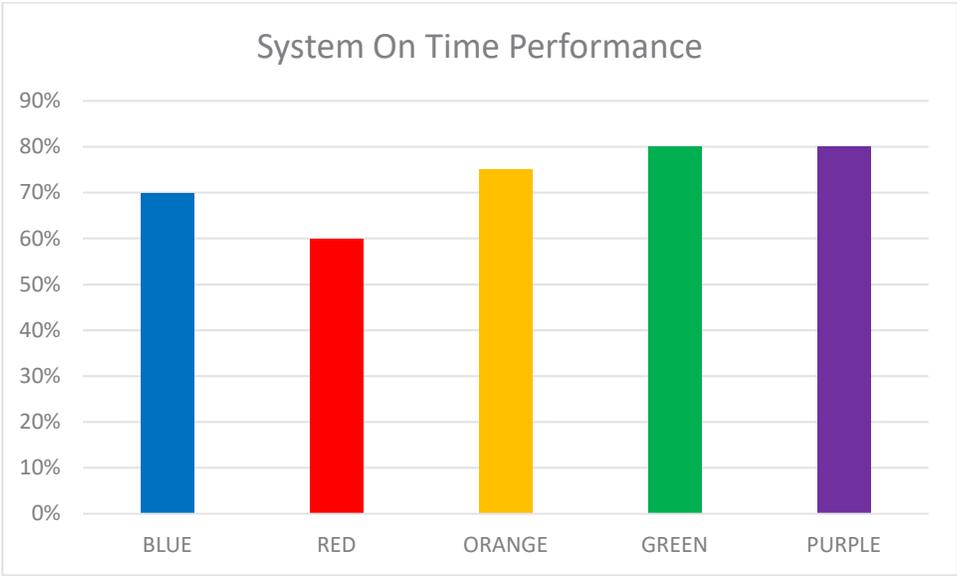


Figure 15: System On-Time Performance by Route

**Demand Response**

Link Paratransit is a curb-to-curb demand response paratransit service that provides service in Burlington, Elon, Gibsonville, Mebane, Green Level and unincorporated Alamance County within 3/4-mile radius of Link Transit routes. Paratransit service is available to people who meet the requirements of the Americans with Disabilities Act (ADA) and cannot navigate the fixed-route system. All Link Paratransit vehicles are fully equipped with a wheelchair lift or ramp and a wheelchair securement area with space for two mobility devices. Reservations for next-day service can be made up to seven days in advance by phone or by using the My Transit Manager App. Customers who have a regular travel pattern can also take advantage of a subscription service on a limited basis.

**Figure 16** shows Link Transit’s paratransit passenger trips from 2017 to 2024 according to the FTA National Transit Database. Outside of a slight drop in ridership in 2020 and 2021 during the pandemic, paratransit service has been increasing over time, with a 274 percent increase from 2017 to 2024.

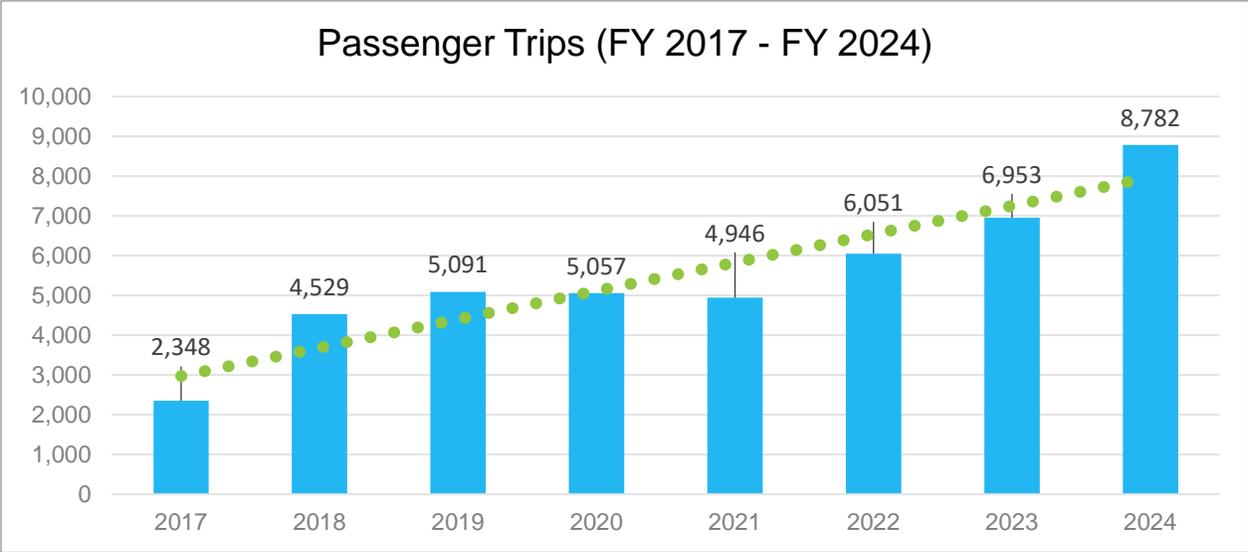


Figure 16: Link Transit Paratransit Passenger Trips from FY 17 to FY 24

### Connecting Services

Link Transit connects with three other transit systems – PART, Elon Express, and ACTA. The system is shown in **Figure 17**.

The Link Transit Orange Route 2 connects with PART Route 4 at the Alamance Regional Medical Center, Graham Park-and-Ride Lot, Mebane Core Health Park-and-Ride lot and Alamance Community College’s main campus. PART Route 4, Alamance Burlington Express, operates Monday through Friday from 5:40 a.m. to 7:30 p.m. and provides service to Alamance Regional Park-and-ride, Graham Park-and-ride, Alamance Community College, Mebane Cone Health Park-and-ride, UNC Hospital and Ambulatory Care Center. In addition to connections with Link Transit, the PART Route 4 also connects to additional PART routes, GoTriangle, and Chapel Hill Transit.

Elon Express is a university operated and funded transit system that provides free service for Elon University students, faculty, staff, and community members. The Link Transit Blue Route 3 connects with Elon Express’s Haggard Ave route at the West Haggard Avenue @ Holt Street stop. The Haggard Ave route operates Monday through Friday from 7:00 a.m. to 9:00 p.m. and serves various university facilities and apartment complexes.

ACTA provides door-to-door transportation service within Alamance County for general purpose trips, medical trips, and almost any non-emergency trip destinations. ACTA operates Monday through Friday from 5:00 a.m. to 5:30 p.m.

The Link Purple Route 5 connects with the Burlington Amtrak Station located on Main Street downtown. The station is located approximately 800 feet from the Temporary Passenger Transfer Hub. There are three Piedmont trains in the southbound and three in the northbound direction daily, connecting Burlington with Charlotte, Raleigh, and several stops in between. Burlington is also served by the Carolinian which provides service from Charlotte to New York.

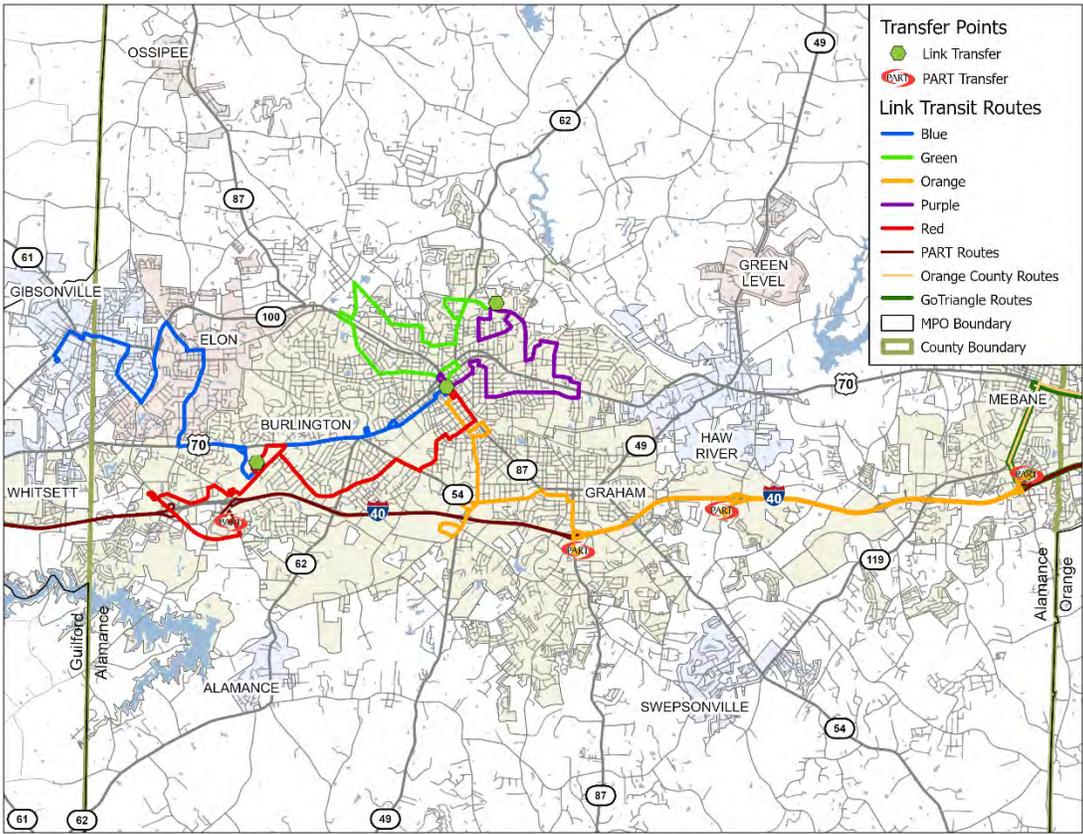


Figure 17: Map of all transit systems in Alamance County

## FARE STRUCTURE

Although fare-free from June 2021 through 2023 to mitigate pandemic-related ridership declines, Link Transit reintroduced fares as of December 18, 2023. **Table 4** shows Link Transit's approved fixed-route and paratransit fare structure as of 2023.

Fare Category	Single-ride Ticket	Day Pass	31-Day Pass
<b>General</b>	\$1.00	\$4.00	\$20.00
<b>Discount</b>	\$0.50	\$2.00	\$10.00
<b>Paratransit</b>	\$1.00 \$10 for a ten-ride pass	N/A	N/A

*Table 4: Link Transit Fare Structure as of December 18, 2023*

### *Transfers*

Transfers between Link Transit fixed routes and to connecting GoTriangle and PART services are free. They must be used within 60 minutes from the time they are issued.

### *Discounted Fares*

The discounted fare is available to seniors (age 60 and older), veterans, persons with disabilities, Medicare cardholders, or students for fixed-route service only. Eligible riders must apply with proof of eligibility to receive a discounted fare card. This card can also be used for a discounted fare when connecting to PART and GoTriangle services.

### *Fare-Free Groups*

Riders with an NC By Train transfer, children 5 and under, and Link Transit employees ride for free. New agreements with Alamance Community College and Elon University allows attendees to rider free with an ID card shown to driver.

### *Fare Payment Options*

Link Transit accepts cash payment onboard vehicles. Passes can be purchased using the Token Transit app, mailing a check or money order to Link Transit, in person at the Burlington Municipal Annex Building, or in Gibsonville at Town Hall.

## FLEET AND FACILITIES

The following section provides a current inventory of Link Transit’s fleet and facilities.

### Service Fleet

Link Transit utilizes a fleet of 10 vehicles, including cutaway buses, and electric and diesel standard-size buses (these vehicles are owned by the third-party operations contractor and Link Transit). All Link Transit vehicles are ADA accessible and equipped to accommodate bicycles on the front of the vehicle. Vehicles are stored and serviced at a Transdev facility. **Table 5** provides a full fleet inventory including vehicle type, age, ownership, and capacity.

Vehicle ID	Vehicle Type	Make/Model	Vehicle Age	Mileage (as of 6/2024)	Passenger Capacity	Owner
<b>Cutaway Bus</b>						
7004	Gasoline	New England Wheels Frontrunner	2	6,884	12	City of Burlington
7005	Gasoline	New England Wheels Frontrunner	2	3,161	13	City of Burlington
7006	Gasoline	New England Wheels Frontrunner	2	6,967	12	City of Burlington
<b>Bus</b>						
8008	Electric battery	KY7M	2	23,319	31	City of Burlington
8009	Electric battery	KY7M	2	21,403	31	City of Burlington
8010	Diesel	LF	1	2,758	28	City of Burlington
8011	Diesel	LF	1	2,744	28	City of Burlington
8012	Diesel	LF	1	2,763	28	City of Burlington
8013	Diesel	LF	1	2,763	28	City of Burlington
8014	Diesel	LF	1	2,760	28	City of Burlington

Table 5: Link Transit Fixed-Route and Paratransit Fleet Inventory

According to the FTA’s useful life benchmark for transit vehicles, none of Link Transit’s current vehicle fleet meet their useful life in both age and mileage<sup>9</sup>. However, five of the medium-to-light duty transit vehicles owned by the City of Burlington (noted in **Table 5**) have exceeded the recommended mileage for cutaway vehicles and are approaching their useful life benchmark of 10 years. The City of Burlington will need to begin the procurement and replacement process within the next two years, when considering typical timelines for procurement and delivery of vehicles.

### *O&M Facility*

The current O&M operations and maintenance facility is a leased facility located at 2801 Troxler Rd in Burlington. Link Transit contracts with a third-party operator to perform vehicle maintenance, store, and operate fixed route bus services from this location.



*Figure 18: Link Transit O&M Facility*

### *Transfer Hubs*

Burlington’s Temporary Passenger Transfer Hub is located on South Worth Street near the Historic Depot in downtown Burlington. All five fixed routes start and end at this transfer hub. The Temporary Passenger Transfer Hub is an outside space that contains two small bus shelters with benches as well as bicycle racks. Other stops for transfers are the Holly Mill Mall and North Park Library.



*Figure 19: Link Transit’s Downtown Temporary Passenger Transfer Hub*

<sup>9</sup> Federal Transit Administration. (2021, October 25). *Default Useful Life Benchmark (ULB) Cheat Sheet*. Retrieved from Federal Transit Administration: <https://www.transit.dot.gov/sites/fta.dot.gov/files/2021-11/TAM-ULB-CheatSheet.pdf>

## Bus Stops

Link Transit serves 185 bus stops across the system. Bus stop signs are either mounted individually, on existing sign poles, or on light posts.

### Shelter-bench combination stops can be found at the following locations:

- #127 Lunsford Dr/Sharpe Rd
- #112 Worth St/Downtown Burlington (2)
- #138 N Mebane St/Walmart
- #220 S Main St/YMCA
- #150 N Main St/Amtrak Station
- #163 Health Dept-DSS
- #132 Sharpe Rd/N Park Library
- #129 Sharpe Rd/Rauhut St
- #108 W Davis St/Food Lion
- #117 W Davis St/Food Lion
- #211 Burke St/Downtown Gibsonville
- #194 Garden Rd/Walmart
- #100 Westmoreland Dr/Rauhut St
- #193 Boone Station Dr/Alamance Crossing
- #224 International St/Anne Elizabeth Dr
- #302 Handford Rd/E Maple Ave
- #172 Chandler Ave/Chandler Ct
- \*#248 ACC-Dillingham Campus
- \*#141 Graham Park and Ride
- \*#190 Alamance Regional Medical Center Park and Ride

*\*Passenger amenities not owned by the City of Burlington*

### Bench-only stops can be found at the following locations:

- #395 Williamson Dr/Church St
- #121 Elm St/Spence St
- #104 Elm St/Chestnut St

## Park-and-Ride Lots (Major Transfer Points)

Link Transit connects with three park-and-ride lots, including:

- Graham Park-and-Ride (with an Orange Route 2 connection to PART Route 4)
- Alamance Regional Medical Center Park-and-Ride (with connection to Red Route 1, and PART Route 4).
- Alamance Community College's Main Campus (with connection to Orange Route 2, ACTA Southern Route and PART Route 4)
- Mebane Park and Ride Lot (with connection to Orange County Public Transit)
- Mebane Cone Health Parking and Ride Lot (with connection to Orange Route 2, PART Route 4, Orange County Public Transit and the GoTriangle ODX Route)
- W. Haggart/Holt St Bus Stop (with connections to Blue Route 3 and the Elon Express Route, which is open to the general public)
- North Park Library (with connection to Green Route 4 and Purple Route 5)
- Holly Hill Mall (with connection to Red Route 1 and Blue Route 3)

## Goals, Objectives, and Standards

A detailed analysis of existing system conditions and operational data was conducted, as well as engagement with stakeholders and general public to better understand priorities and opportunities for system growth and improvement moving forward. Establishing goals, objectives, and standards that are reflective of an agency's vision is key in ensuring successful growth and continued investment in service improvements that promotes an efficient and sustainable evolution of a transit system and is in line with established priorities. Link Transit states the goal of service as:

***“To improve the quality of life for residents and visitors by providing a safe, reliable, and cost-effective mobility solution.”***

The following TDP goals were established through review of Link Transit's current mission statement, goals, internal documents, and the goals of the recently completed BGMPPO Regional Transit Study to ensure congruency with other local and regional planning efforts:

1. **Create a safe, reliable, and equitable public transit system**
2. **Maximize service efficiency, directness, and frequency**
3. **Enhance mobility and connectivity**
4. **Support economic growth for the City of Burlington**

These goals provided the framework for the evaluation of Link Transit's current operations. Service standards were developed to create a consistent way to measure the efficient performance of current fixed-route service to identify specific services and routes that would benefit from further analysis and/or adjustments. As this is Link Transit's first TDP, this vision, goals, objectives, and standards are new for the service.

## SERVICE STANDARDS AND DESIGN GUIDELINES

The study team utilized industry best practices as well as Link Transit's current service goals to develop service design guidelines and service standards to guide the analysis of the current system, the development of service recommendations, and the ongoing growth of the system. Service design guidelines and service standards provide the following benefits:

- **Transparency & Accountability:** Service standards clarify expectations for Link Transit, making it easier for community members and city leaders to understand how services are measured and improved.

- **Identify Needs and Gaps:** Developing standards allows for systematic evaluation of where transit succeeds and where it falls short. This process helps pinpoint areas that require enhancement, whether it is safety, customer service, or access to employment.
- **Track Performance Trends:** Consistent standards enable Link Transit to monitor ongoing performance across a range of metrics, from on-time performance to customer feedback. Tracking these trends over time supports data-driven decisions, continuous improvement, and ensures that Link Transit services remain responsive to evolving community needs.
- **Maintain Operational Efficiency:** Standards and guidelines provide a roadmap for streamlining operations, reducing inefficiencies, and maximizing resources. Clearly outlined processes for route changes, bus stop improvements, and service adjustments help keep the transit system agile and responsive.
- **Establish Service Narrative:** Standards and guidelines help communicate Link Transit's values, mission, and vision by aligning service and operational practices with the goal of empowering lives and shaping a vibrant future for the region.

Developing service standards and design guidelines that are linked to thoughtful and visionary goals and objectives will assist Link Transit in providing efficient and effective service while also remaining tied to the broader mission and goals. Service design guidelines outline how routes and systems should be operated and may be quantitative or qualitative. As part of the FTA Title VI Program (FTA C 4702.1B), all fixed-route transit providers at a minimum must develop quantitative and qualitative design guidelines and quantitative performance standards for several service design guidelines:

- Service frequency - how often a transit vehicle arrives
- On-time performance (OTP) – how the service adheres to the published schedule
- Service availability – Days and hours service is offered

Design guidelines for frequency and span of service were used in evaluating the current Link Transit system operation, shown in **Table 6**. While this TDP is a cost-neutral plan, achieving a minimum of 60-minute frequency was an established goal in the development of service improvement recommendations.

Service Design Guidelines		
Service Category	Frequency	Span
Fixed Route	60-minutes	Mon-Fri (5:30am-9:30pm) Saturday (9:30am-6:30pm)
On Demand	30-minutes <i>Expressed as desired customer wait times</i>	Mon-Fri (5:30am-9:30pm) Saturday (9:30am-6:30pm)

Table 6: Service Design Guidelines

## PRIMARY EVALUATION STANDARDS

By focusing on passengers per revenue hour and the cost efficiency of the service, measured by cost per trip, Link Transit can directly measure how well each route aligns with its overarching objectives: providing efficient, high-quality transit service while maintaining fiscal responsibility. This targeted evaluation not only identifies areas of strong performance and opportunities for improvement but also ensures that resources are allocated to routes delivering the greatest value and impact for the community.

Service standards measure the performance of the transit system relative to its goals. They assist in identifying issues and opportunities for improvements and adjustments. Primary metrics associated with productivity and cost effectiveness are commonly used to measure service performance:

- **Productivity:** Passengers per vehicle hour
- **Cost Effectiveness:** Operating cost per passenger trip

Passengers per Revenue Hour Standards			
Mode	Meets	Marginal	Under
Fixed Route	10	5-9	<5
Microtransit/On Demand	3	1 - 3	<1

Table 7: Passengers per Revenue Hour Standards

Cost Per Passenger Standards			
Mode	Meets	Marginal	Under
Fixed Route	\$12.00	\$13 - \$18	>\$18.00
Microtransit/On Demand	\$25.00	\$25 - \$35	>\$35.00

Table 8: Cost per Passenger Standards

## SECONDARY MONITORING STANDARDS

Secondary Monitoring Standards are used to track trends, diagnose issues, and guide operational improvements. They may guide operational improvements or shifts in service delivery:

- **Total Passengers:** Total number of riders on a particular route in a month
- **Passengers per Trip:** Riders utilizing routes at various times of day and days of the week in a month
- **On-Time Performance (OTP):** Service schedule adherence during one month; should aim for 90% based on industry standards
- **Coverage:** Burlington residents within ½ mile of Link Transit routes or on demand service
- **Safety:** Events including collisions, fatalities, and injuries
- **Customer Satisfaction:** Perceived quality of service on a Likert scale of 1 to 5, with 5 being the best according to most recent rider survey

The performance thresholds of “meets”, “marginal,” and “under” are included in **Table 9** for fixed-route service and **Table 10** for demand response service.

## REVIEW AND UPDATE PROCESS

To remain effective, Link Transit goals, objectives, and standards should be reviewed and revised when the TDP is updated, approximately every five years. By coinciding with TDP updates, Link Transit can ensure that the goals, objectives, and standards reflect and support the vision and goals of the revised TDP.

As part of this review and update process, other planning efforts such as a comprehensive plan or Comprehensive Transportation Plan should be reviewed for goal consistency. In addition to plan review, the past performance of these goals, objectives, and standards should be assessed to determine if they are still relevant or if the primary and secondary metrics need to be adjusted.

The review and update process can be undertaken by Link Transit staff or consultant team. The PTAC should be involved by providing input on draft changes and approving the final changes to goals, objectives, and standards.

## SUMMARY OF GOALS, OBJECTIVES, AND STANDARDS

The relationships between the Link Transit vision, goals, objectives, and service standards are demonstrated in **Table 9** for fixed-route service and **Table 10** for demand response service. These tables could serve as a template for regularly reporting system performance to the PTAC.

Fixed-Route Service Standards				Vision: To improve the quality of life for residents and visitors by providing a safe, reliable, and cost-effective mobility solution			
Standard	Meets	Marginal	Under	Goal 1	Goal 2	Goal 3	Goal 4
<b>Productivity:</b> Passengers per vehicle hour	10	5-9	<5	•	•		
<b>Cost Effectiveness:</b> Operating cost per passenger trip	\$12	\$13 - \$18	>\$18		•		
<b>Total Passengers:</b> Total number of riders on a particular route	1,300	1,100	<900	•	•	•	•
<b>Passengers per Trip:</b> Riders utilizing routes at various times of day and days of the week	6	4	<3	•	•		
<b>On-Time Performance (OTP):</b> Service schedule adherence	90%	85%	<80%	•	•		
<b>Coverage:</b> Burlington residents within ½ mile of Link Transit routes or on demand	80%	70%	<60%	•		•	•
<b>Safety:</b> Events including collisions (NTD Form S&S-40)	0	0	>0	•			
<b>Safety:</b> Fatalities (NTD Form S&S-40)	0	0	>0	•			
<b>Safety:</b> Injuries (NTD Form S&S-40)	0	0	>0	•			
<b>Customer Satisfaction:</b> Perceived quality of service	4.5	4.0	<3.5	•	•	•	•

Table 9: Summary of Goals, Objectives, and Standards for Fixed-Route Service

**Goal 1:** Create a safe, reliable, and equitable public transit system  
**Goal 3:** Enhance mobility and connectivity

**Goal 2:** Maximize service efficiency, directness, and frequency  
**Goal 4:** Support economic growth for the City of Burlington

Demand Response Service Standards				Vision: To improve the quality of life for residents and visitors by providing a safe, reliable, and cost-effective mobility solution			
Standard	Meets	Marginal	Under	Goal 1	Goal 2	Goal 3	Goal 4
<b>Productivity:</b> Passengers per vehicle hour	3	1 - 3	<1	•	•		
<b>Cost Effectiveness:</b> Operating cost per passenger trip	\$25	\$25 - \$35	>\$35		•		
<b>Total Passengers:</b> Total number of riders using the service in one month	400	300	200	•	•	•	•
<b>On-Time Performance (OTP):</b> Service schedule adherence	90%	85%	<80%	•	•		
<b>Coverage:</b> Burlington residents within ½ mile of Link Transit routes or on demand	80%	70%	<60%	•		•	•
<b>Safety:</b> Events including collisions (NTD Form S&S-40)	0	0	>0	•			
<b>Safety:</b> Fatalities (NTD Form S&S-40)	0	0	>0	•			
<b>Safety:</b> Injuries (NTD Form S&S-40)	0	0	>0	•			
<b>Customer Satisfaction:</b> Perceived quality of service	4.5	4.0	<3.5	•	•	•	•

Table 10: Summary of Goals, Objectives, and Standards for Demand Response Service

**Goal 1:** Create a safe, reliable, and equitable public transit system

**Goal 3:** Enhance mobility and connectivity

**Goal 2:** Maximize service efficiency, directness, and frequency

**Goal 4:** Support economic growth for the City of Burlington

## Monitoring and Reporting Performance

To ensure Link Transit is regularly monitored, evaluated, and reported performance metrics will guide service planning, operational adjustments, and investment decisions for both fixed-route services and Link Transit.

### DATA COLLECTION

Data shall be collected regularly to ensure performance can be measured against relevant standards. Link Transit should leverage the following data sources:

- AVL/CAD (Automatic Vehicle Location & Dispatch): For OTP and missed trips
- APC (Automatic Passenger Counters): For ridership and productivity measures
- GIS/GTFS Data: For route directness
- Finance & Fare Systems: For subsidy per passenger, farebox recovery
- Customer Feedback Tools (like periodic surveys): For complaints and rider sentiment.

### REPORTING INTERVALS

Performance reporting will be structured to provide both frequent operational insights and comprehensive annual evaluations. It is recommended that Link Transit continue to evaluate service annually, while tracking and reporting metrics and performance measures quarterly (in January, April, July, and September) and coinciding with Link Transit Public Transit Advisory Commission meeting dates. A more comprehensive annual report prepared by Link Transit should continue to provide a full review of system performance and recommendations for future service planning and investment.

## Service Evaluation

Data from NTD for FY 2017 to 2024 was used to evaluate trends in service performance and cost efficiency. Evaluation measures based on performance standards include:

- **Passenger Trips** – the total number of riders
- **On-Time Performance** – schedule adherence
- **Revenue Hours** – the total number of service hours provided
- **Operating Expenses** – total dollar amount required to operate transit services
- **Fare Revenues** – total dollar amount collected from passenger fares
- **Trips per Hour** – ratio of total passenger trips per revenue hour
- **Cost per Trip** – ratio of total operating expenses per passenger trip
- **Cost per Hour** – ratio of total operating expenses per revenue hour
- **Farebox Recovery** – ratio of total operating expenses covered by fare revenue

## FIXED-ROUTE TREND ANALYSIS

Fixed-route evaluation measures for the system as a whole are summarized in **Table 11** and trends are summarized in **Figure 21** through **Figure 27**.

Service Measure	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	% Change (FY17-FY24)
<b>Passenger Trips</b>	80,111	85,666	98,342	82,302	50,093	101,401	164,846	153,317	97%
<b>Revenue Hours</b>	15,942	15,615	17,589	15,363	16,613	16,892	20,395	21,942	38%
<b>Operating Expenses (\$)</b>	886,877	793,646	906,910	746,946	1,883,028	1,909,857	1,935,350	1,929,220	118%
<b>Fare Revenues (\$)</b>	38,121	41,073	43,161	40,415	26,556	-	-	35,780	-6%
<b>Trips per Hour</b>	5.0	5.5	5.6	5.4	3.0	6.0	8.1	7.0	39%
<b>Cost per Trip (\$)</b>	11.07	9.26	9.22	9.08	37.59	18.83	11.74	12.58	14%
<b>Cost per Hour (\$)</b>	55.63	50.83	51.56	48.62	113.35	113.06	94.89	87.92	58%
<b>Farebox Recovery (%)</b>	4.3	5.2	4.8	5.4	1.4	-	-	1.9	-57%

Table 11: Link Transit Fixed-Route Service Performance and Cost Efficiency Measures

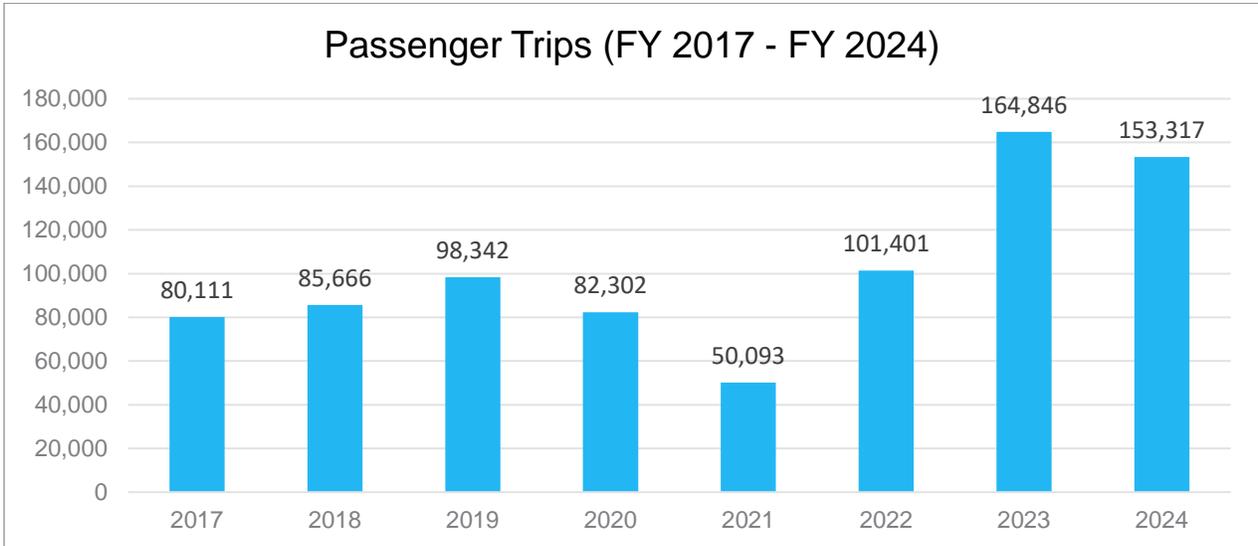


Figure 20: Link Transit Fixed-Route Passenger Trips FY 2017 to FY 2024

Although there was a decrease in ridership in 2020 and 2021 due to the pandemic, Link Transit has seen ridership increase by 91 percent from 2017 to 2024.

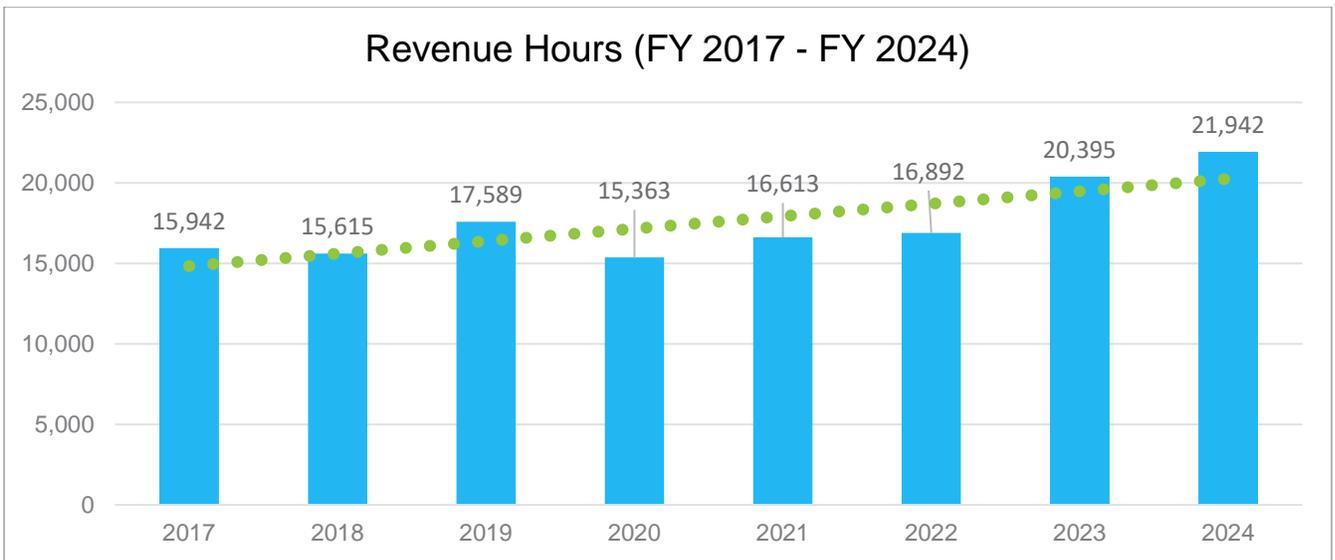


Figure 21: Link Transit Fixed-Route Revenue Hours FY 2017 to FY 2024

Despite seeing a brief reduction in revenue hours between 2020 and 2022 as a result of the pandemic, revenue hours have increased overtime, seeing an increase of 38 percent from 2017 to 2024.

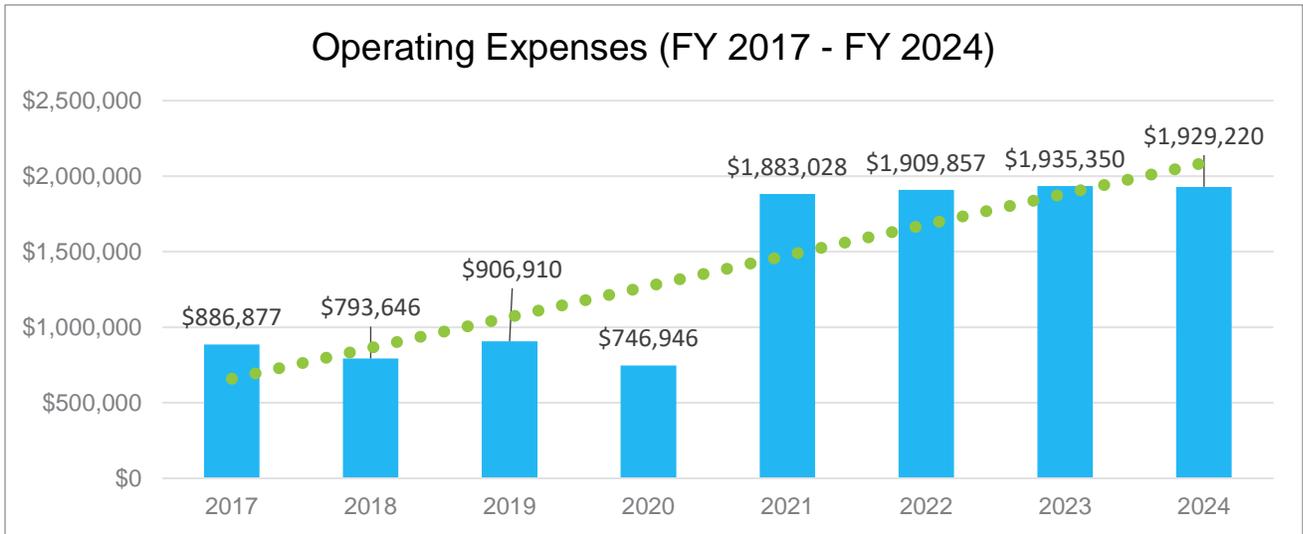


Figure 22: Link Transit Fixed-Route Operating Expenses FY 2017 to FY 2024

Operating expenses have significantly increased in recent years, with a 118 percent increase from 2017 to 2024. However, the significant jump from 2020 to 2021 can largely be attributed to the fact that administrative costs were added to the calculation of operating expenses starting in 2021.

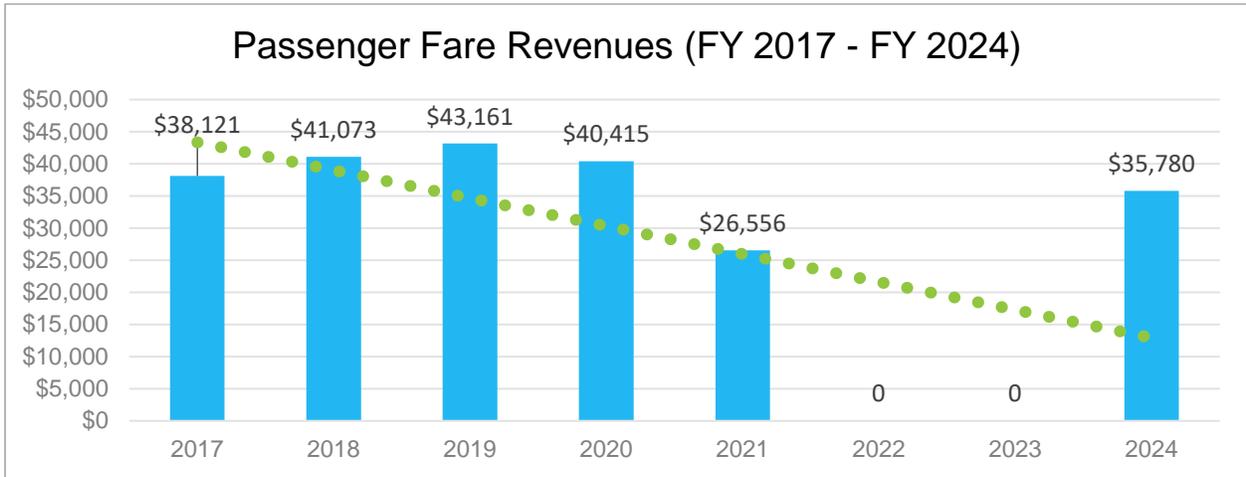


Figure 23: Link Transit Fixed-Route Fare Revenue FY 2017 to FY 2024

Fare revenues remained steady from 2017 to 2020 but saw a significant drop in 2021 due to the COVID-19 pandemic and the introduction of free fares in June 2021. Fares were reinstated starting in December 2023.

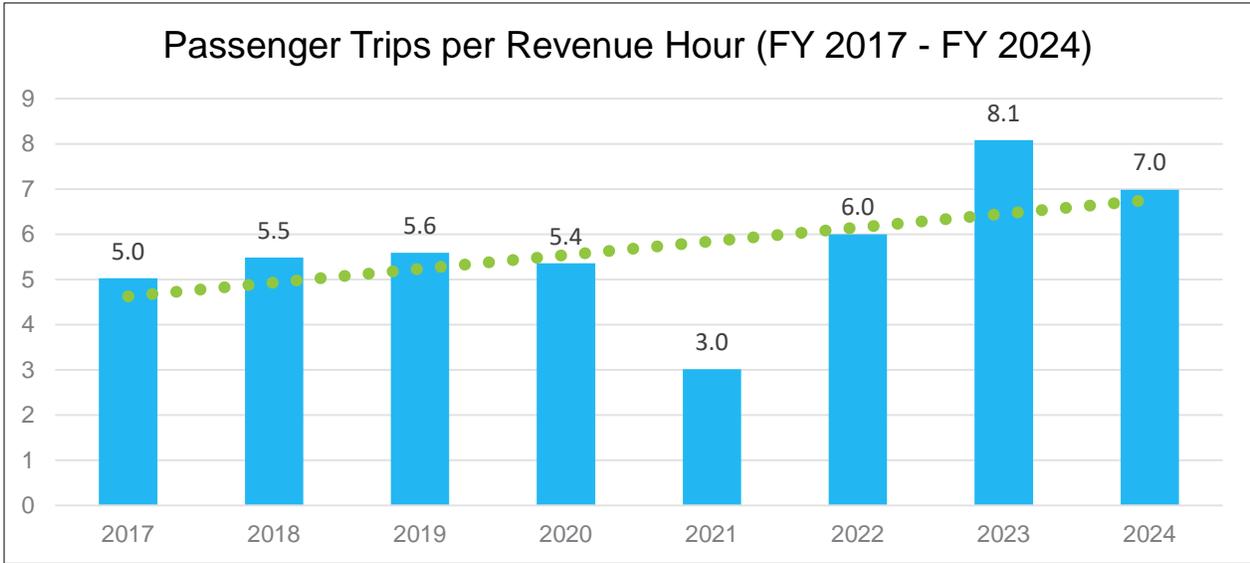


Figure 24: Link Transit Fixed-Route Passenger Trips per Revenue Hour FY 2017 to FY 2024

Passenger trips per revenue hour increased by 39 percent from 2017 to 2024. The decrease in 2021 corresponds with the decrease in ridership due to the pandemic. A peak in passenger trips per revenue hour was seen in 2023. This corresponds to a peak in ridership.

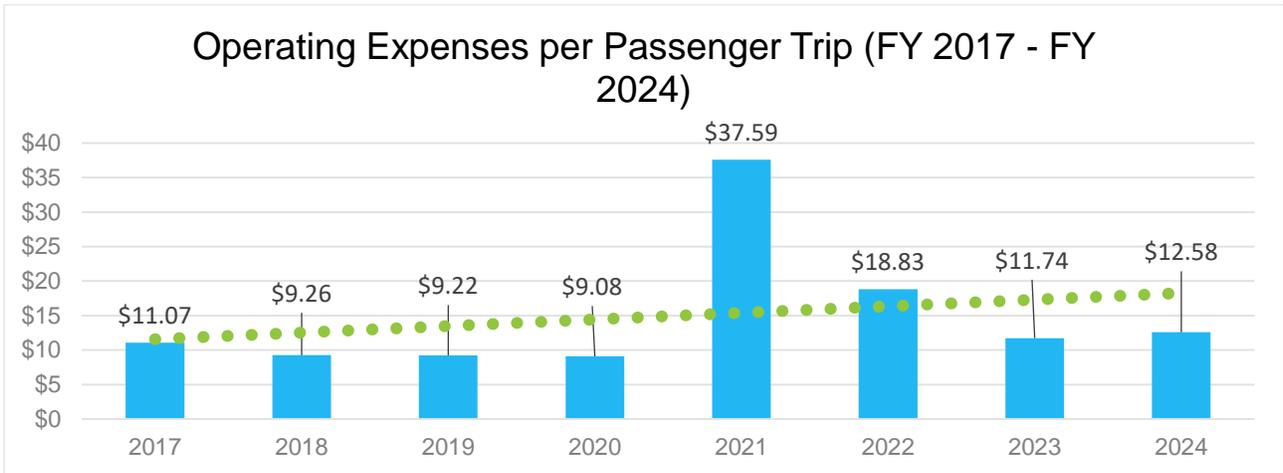


Figure 25: Link Transit Fixed-Route Operating Expenses per Passenger Trip FY 2017 to FY 2024

Operating expenses per passenger trip increased significantly in 2021. This can largely be attributed to the fact that fares were suspended, administrative costs were introduced to the calculation of operating expenses, and passenger trips decreased due to the pandemic. Outside of this, operating expense per passenger trip have remained relatively consistent.

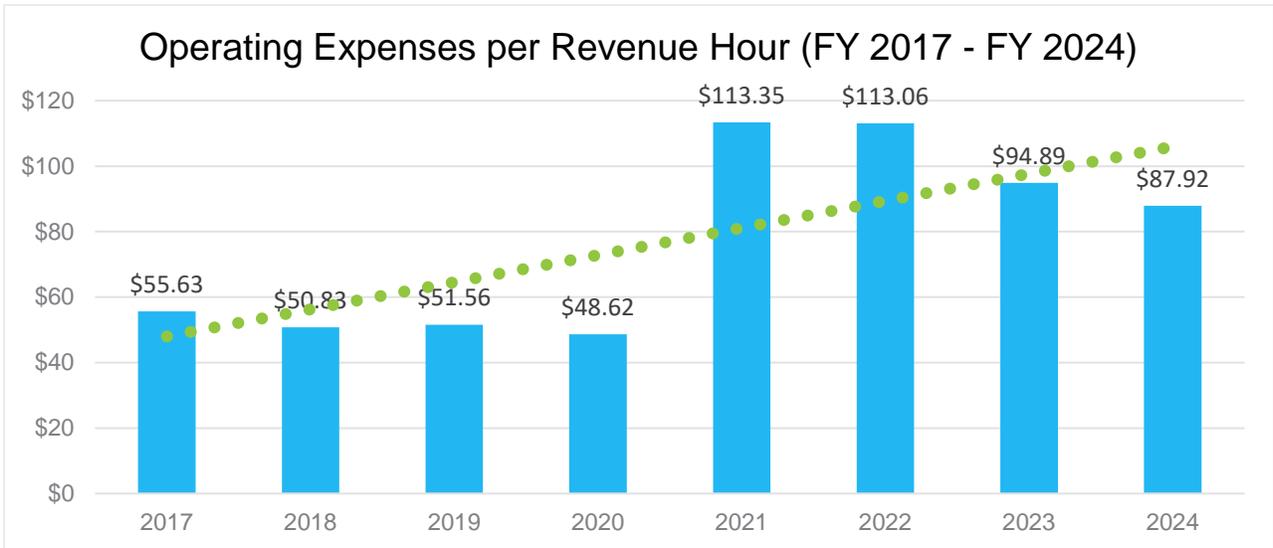


Figure 26: Link Transit Fixed-Route Operating Expenses per Revenue Hour FY 2017 to FY 2024

Operating expenses per revenue hour increased significantly in 2021. Similar to cost per trip, this can largely be attributed to the decrease in ridership due to the pandemic, suspended fares, and the introduction of administrative costs to the calculation of operating expenses. Operating expenses per revenue hour has increased by 58 percent since 2017.

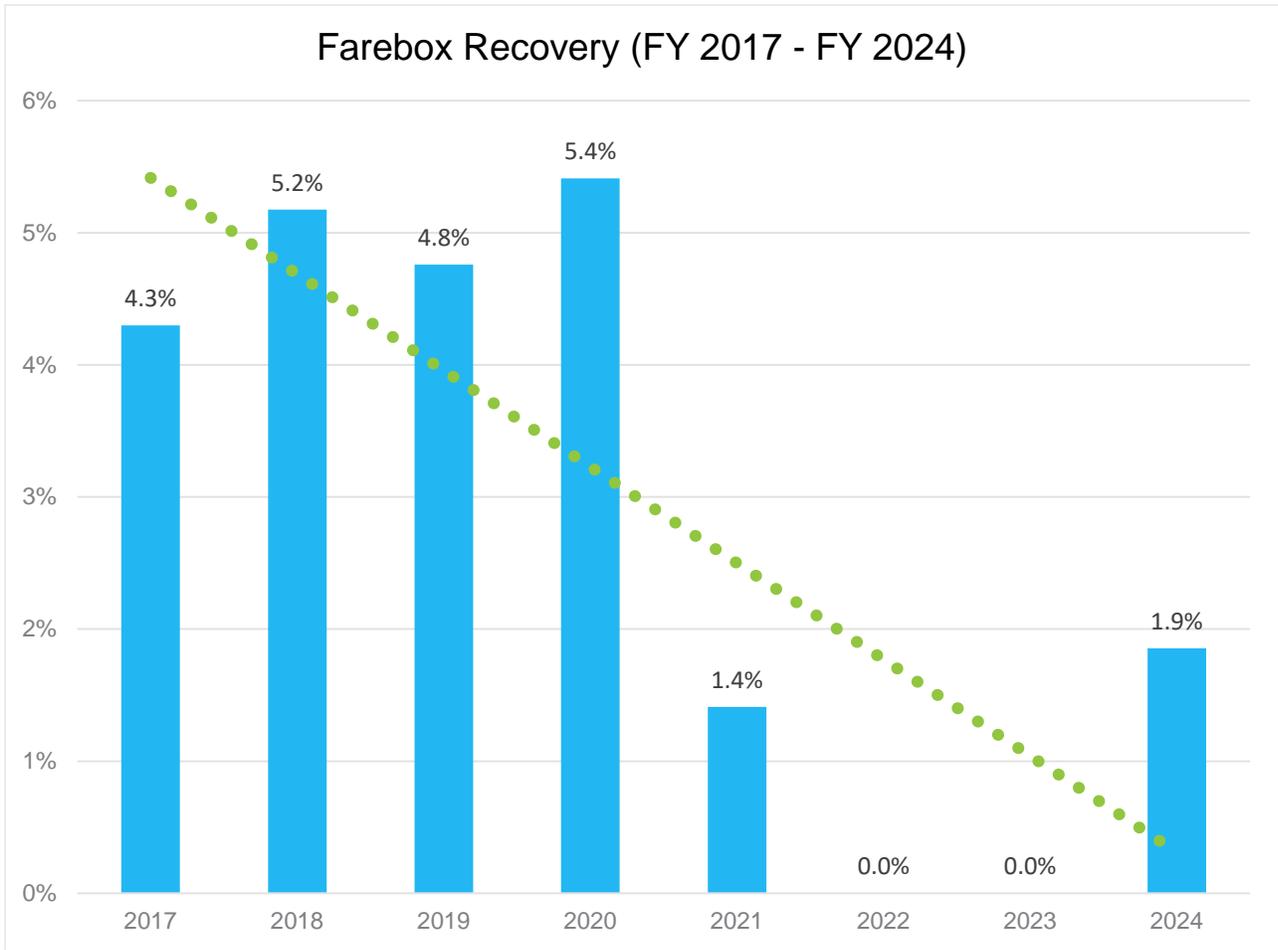


Figure 27: Link Transit Fixed-Route Farebox Recovery FY 2017 to FY 2024

Farebox recovery remained steady from 2017 to 2020 with a significant drop in 2021 due to the pandemic and free fares starting June 2021. Fares were reintroduced in December 2023, but farebox recovery has yet to return to pre-pandemic levels.

**Figure 29** and **Figure 30** break down Passenger Trips and Operating Expenses per trip by route for FY 2024. The Red Route 1 has the highest ridership, shown in **Figure 28** and therefore also has the lowest cost per trip.

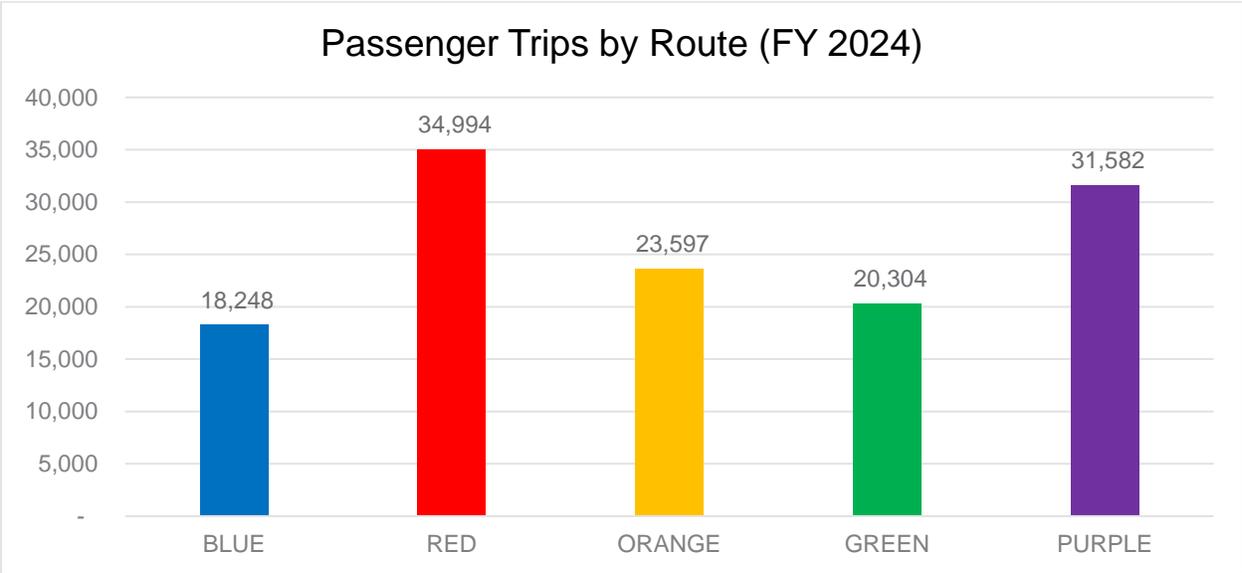


Figure 28: Link Transit Fixed-Route Passenger Trips by Route FY 2024

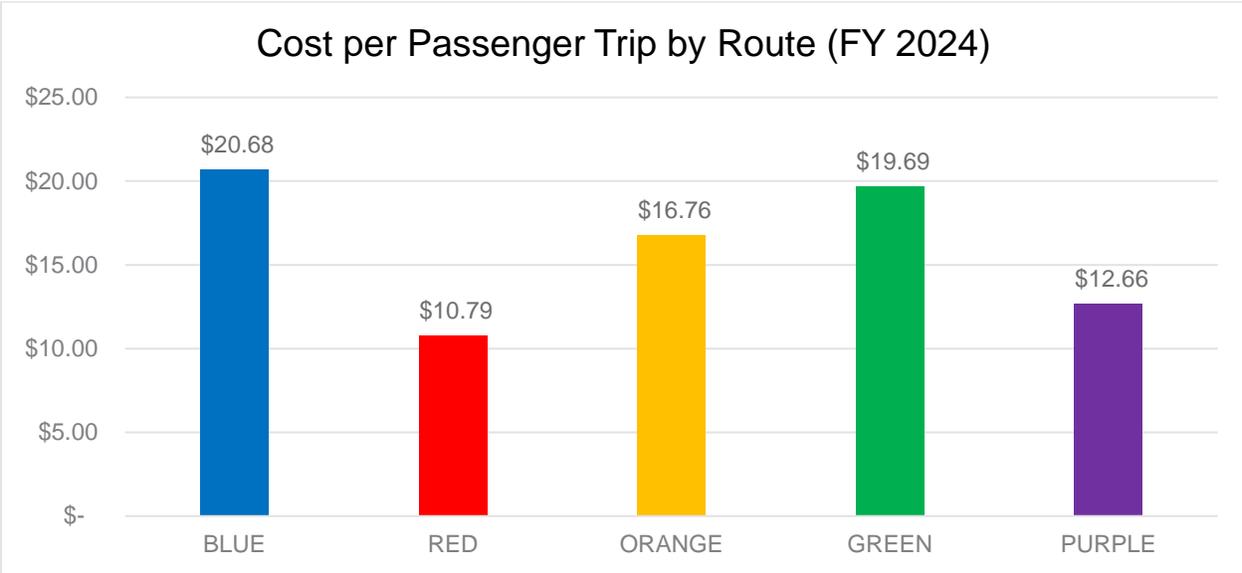


Figure 29: Link Transit Fixed-Route Operating Expenses per Trip by Route FY 2024

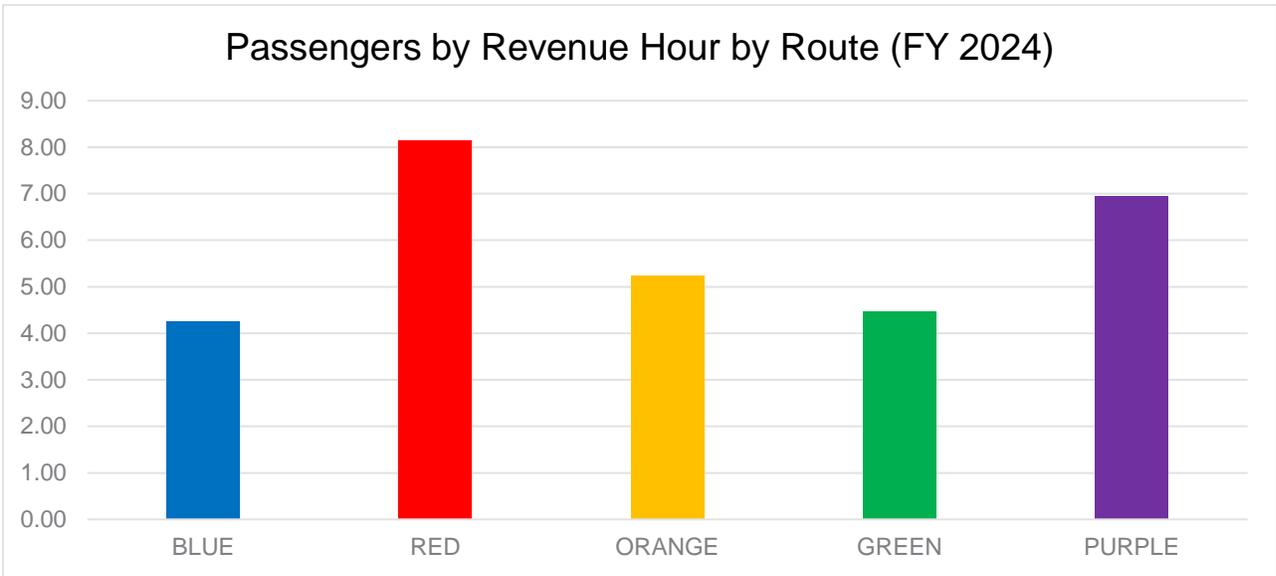


Figure 30: Link Transit Passengers per Revenue Hour

Operating expense per trip and per revenue hour indicate productivity and efficiency. Higher performing Link Transit routes are shown to meet standards or perform marginally, indicating a need to examine potential service adjustments and improvements to increase convenience, ridership, and efficiency of the service.

## PARATRANSIT TREND ANALYSIS

Paratransit service was evaluated using the same measures as discussed above for fixed-route service. Paratransit evaluation measures are summarized in **Table 12**. Trends are summarized in **Figure 31** through **Figure 38**.

Service Measure	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	% Change (FY17-FY24)
<b>Passenger Trips</b>	2,348	4,529	5,091	5,057	4,946	6,051	6,953	8,782	274%
<b>Revenue Hours</b>	1,761	3,397	3,603	3,493	1,204	4,279	4,316	4,841	175%
<b>Operating Expenses (\$)</b>	75,869	224,946	284,647	228,848	155,004	323,790	440,774	543,148	327%
<b>Fare Revenues (\$)</b>	4,696	9,378	9,790	9,963	9,058	-	-	8,782	87%
<b>Trips per Hour</b>	1.3	1.3	1.4	1.4	4.1	1.4	1.6	1.8	-74%
<b>Cost per Trip (\$)</b>	32.3	49.7	55.9	45.3	31.3	53.5	63.4	61.8	91%
<b>Cost per Hour (\$)</b>	43.08	66.22	79.00	65.52	128.74	75.67	102.13	112.20	160%
<b>Farebox Recovery (%)</b>	6.2	4.2	3.4	4.4	5.8	-	-	1.6	-74%

Table 12: Link Transit Paratransit Service Performance and Cost Efficiency Measures

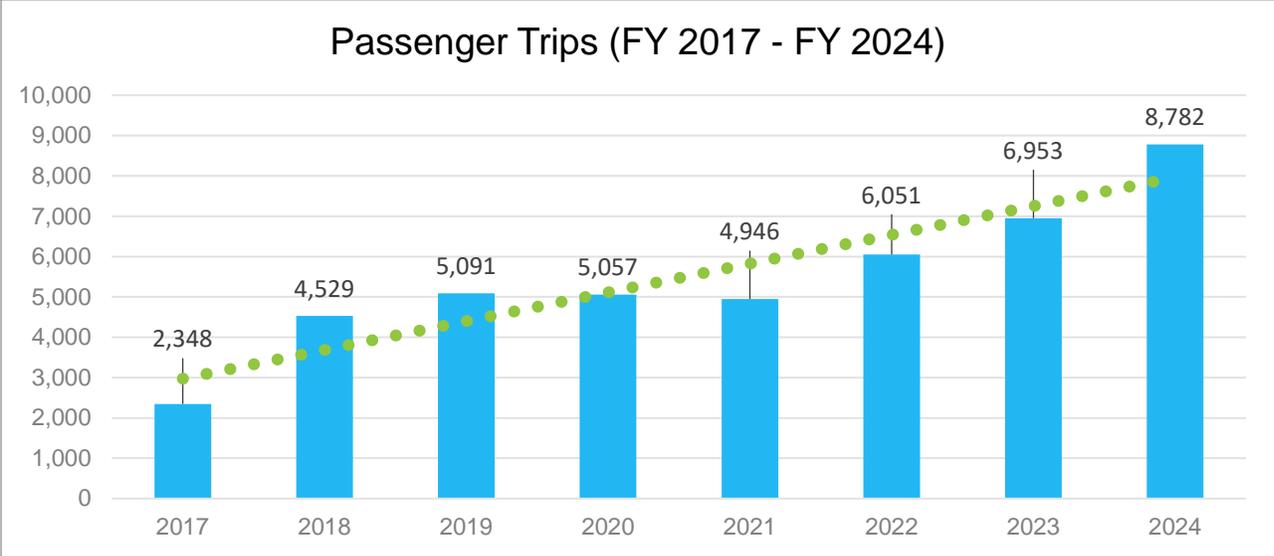


Figure 31: Link Transit Paratransit Passenger Trips FY 2017 to FY 2024

Passenger trips have increased steadily since 2017, with a slight dip in 2021 as a result of the pandemic. Paratransit ridership has increased 274% since 2017.

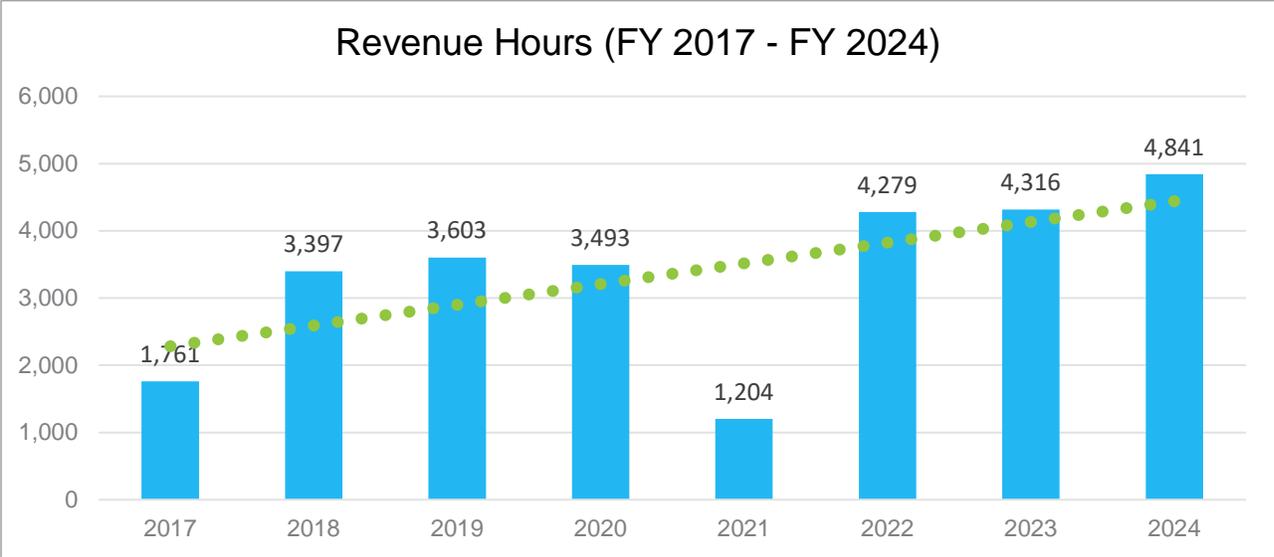


Figure 32: Link Transit Paratransit Revenue Hours FY 2017 to FY 2024

Despite a reduction in revenue hours in 2020 and 2021 as a result of the pandemic, revenue hours have increased overtime, seeing a 175 percent increase from 2017 to 2024.

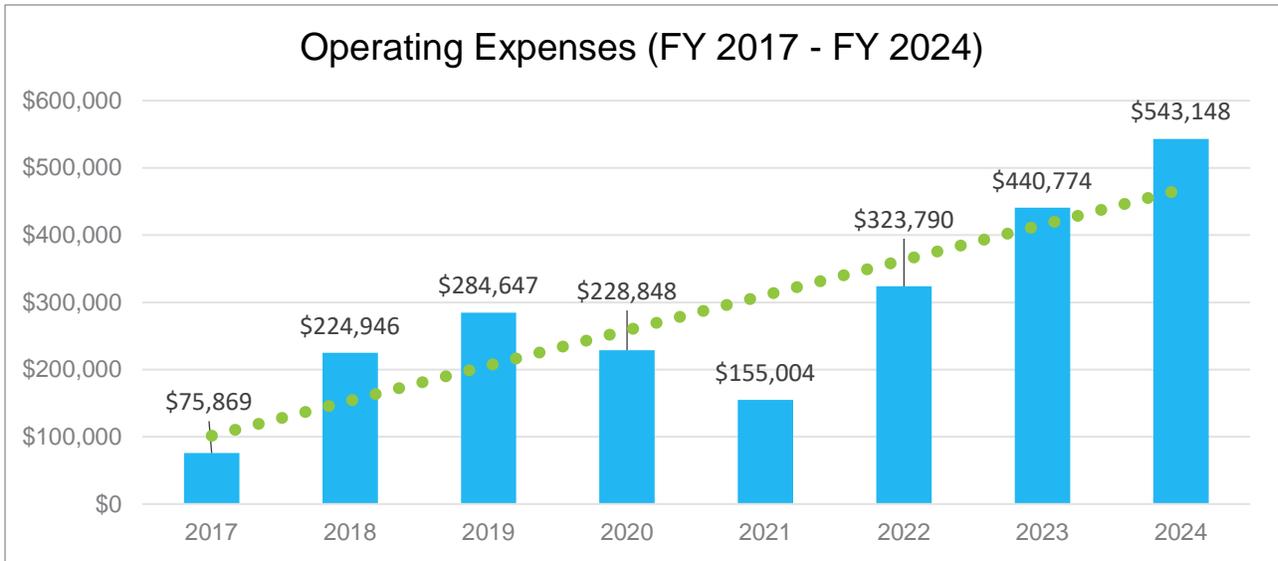


Figure 33: Link Transit Paratransit Operating Expenses FY 2017 to FY 2024

Operating expenses have significantly increased in recent years, with a 327 percent increase from 2017 to 2024. The significant jump between 2021 and 2022 can be largely attributed to the fact that administrative costs were added to the calculation of operating expenses starting in 2021.

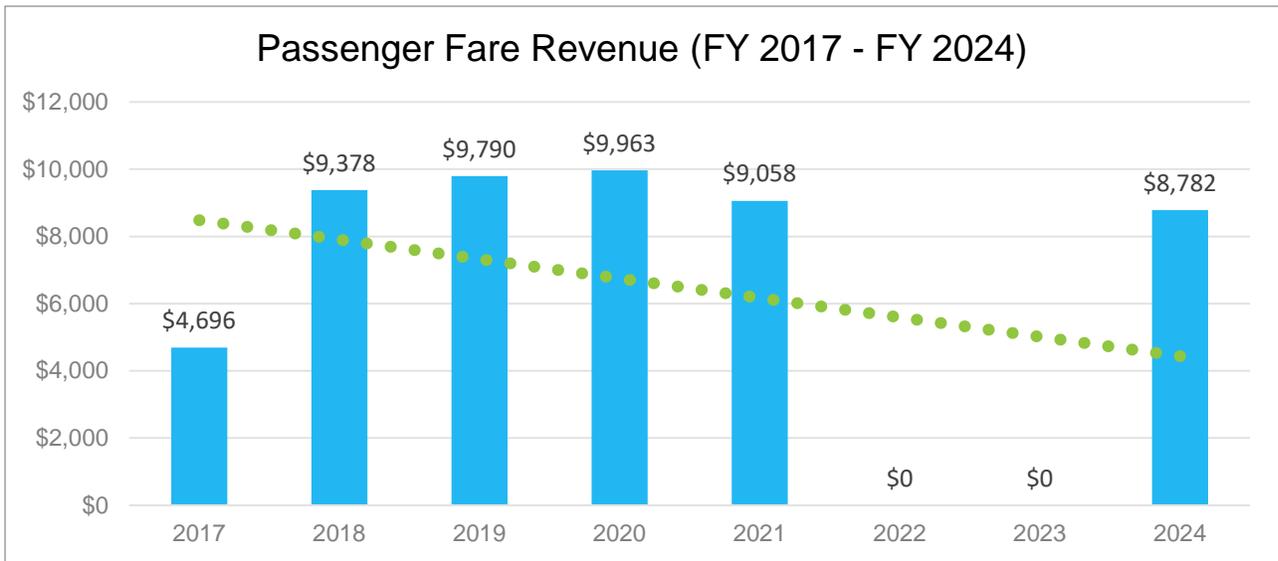


Figure 34: Link Transit Paratransit Fare Revenue FY 2017 to 2024

Fare revenues remained relatively stable between 2018 and 2024. The significant drop in 2022 and 2023 can be attributed to the system becoming fare free in June 2021 as a result of the pandemic. Fares were reinstated starting December 2023.

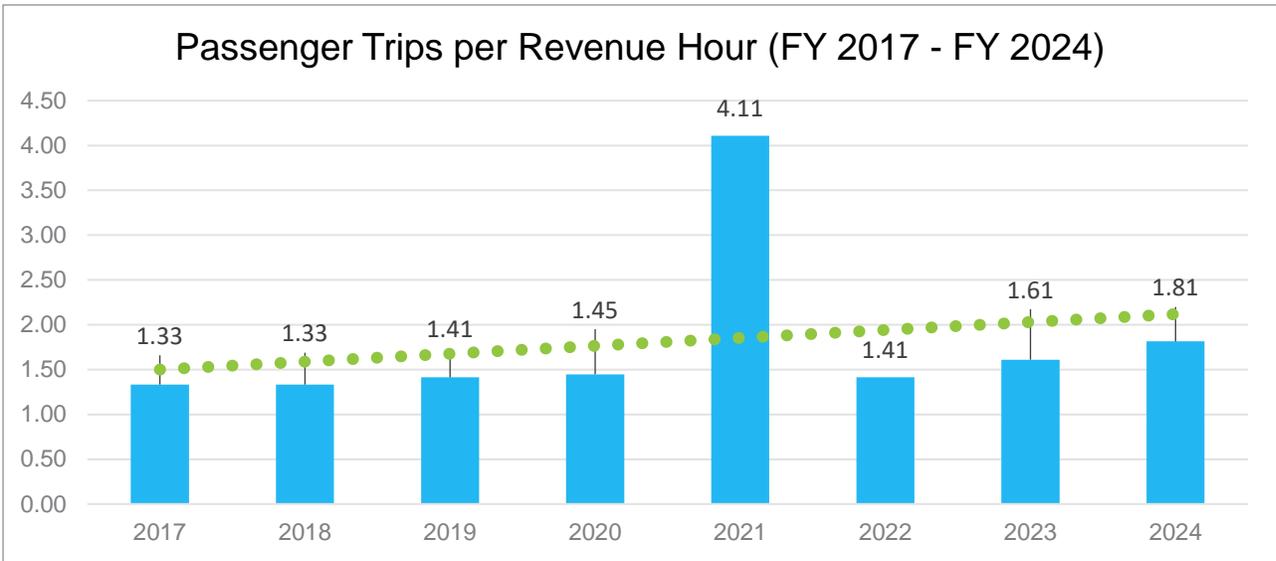


Figure 35: Link Transit Paratransit Passenger Trips per Revenue Hour FY 2017 to FY 2024

Passenger trips per revenue hour increased by 36 percent from 2017 to 2024. Very similar to the increase of passenger trips per revenue hour seen in fixed route service, 39 percent. While fixed route passenger trips per revenue hour saw a sharp decrease in 2021 as a result of the pandemic, paratransit trips saw an inverse effect. As paratransit service cuts were made as a result of the pandemic, but the same transit-dependent population utilized the reduced service.

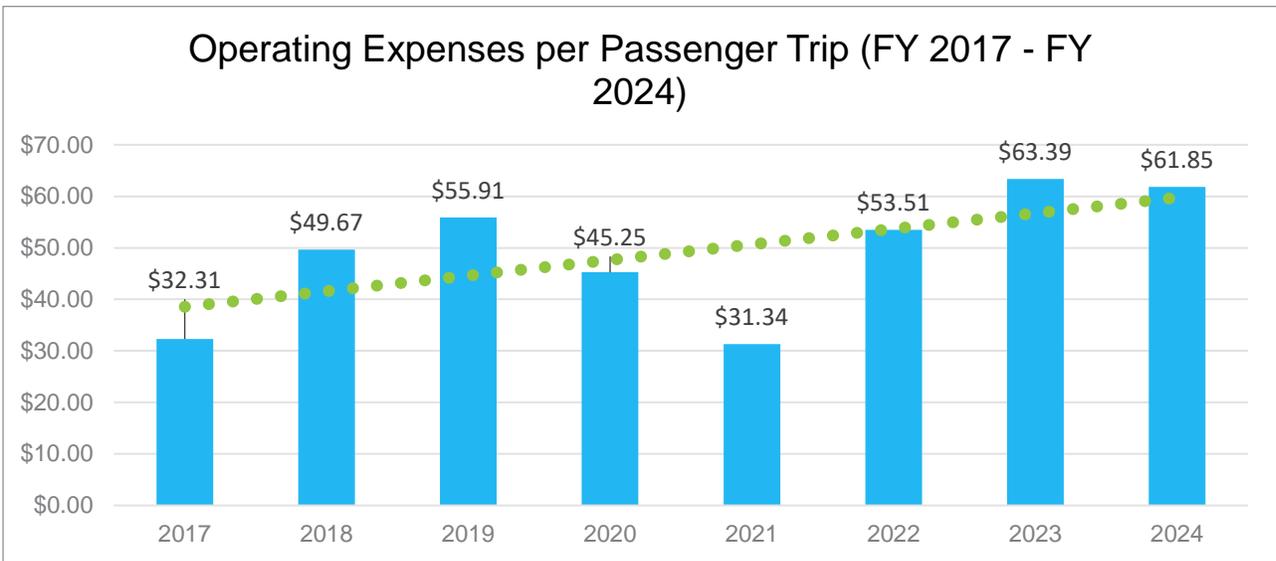


Figure 36: Link Transit Paratransit Operating Expenses per Passenger Trip FY 2017 to FY 2024

Operating expenses per passenger trip have increased by 91 percent from 2017 to 2024. The decline in operating expenses seen in 2021 can be attributed to increased passengers per revenue hour as a result of service cuts related to the pandemic. Despite increased ridership, the rise of operating costs has outpaced the growth.

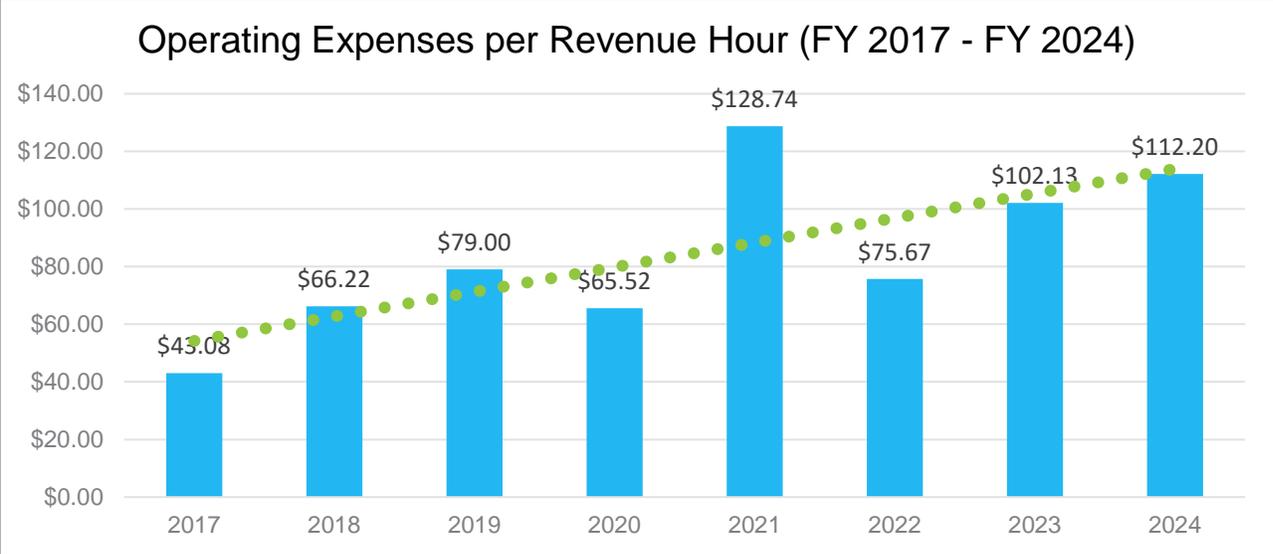


Figure 37: Link Transit Paratransit Operating Expenses per Revenue Hour FY 2017 to FY 2024

Operating expenses per revenue hour have increased by 160 percent from 2017 to 2024. This can be attributed to the introduction of administrative costs to the calculation of operating expenses and suspended fares as a result of the pandemic. The spike seen in 2021 can be attributed to the reduction of service, which significantly reduced the total number of revenue hours.

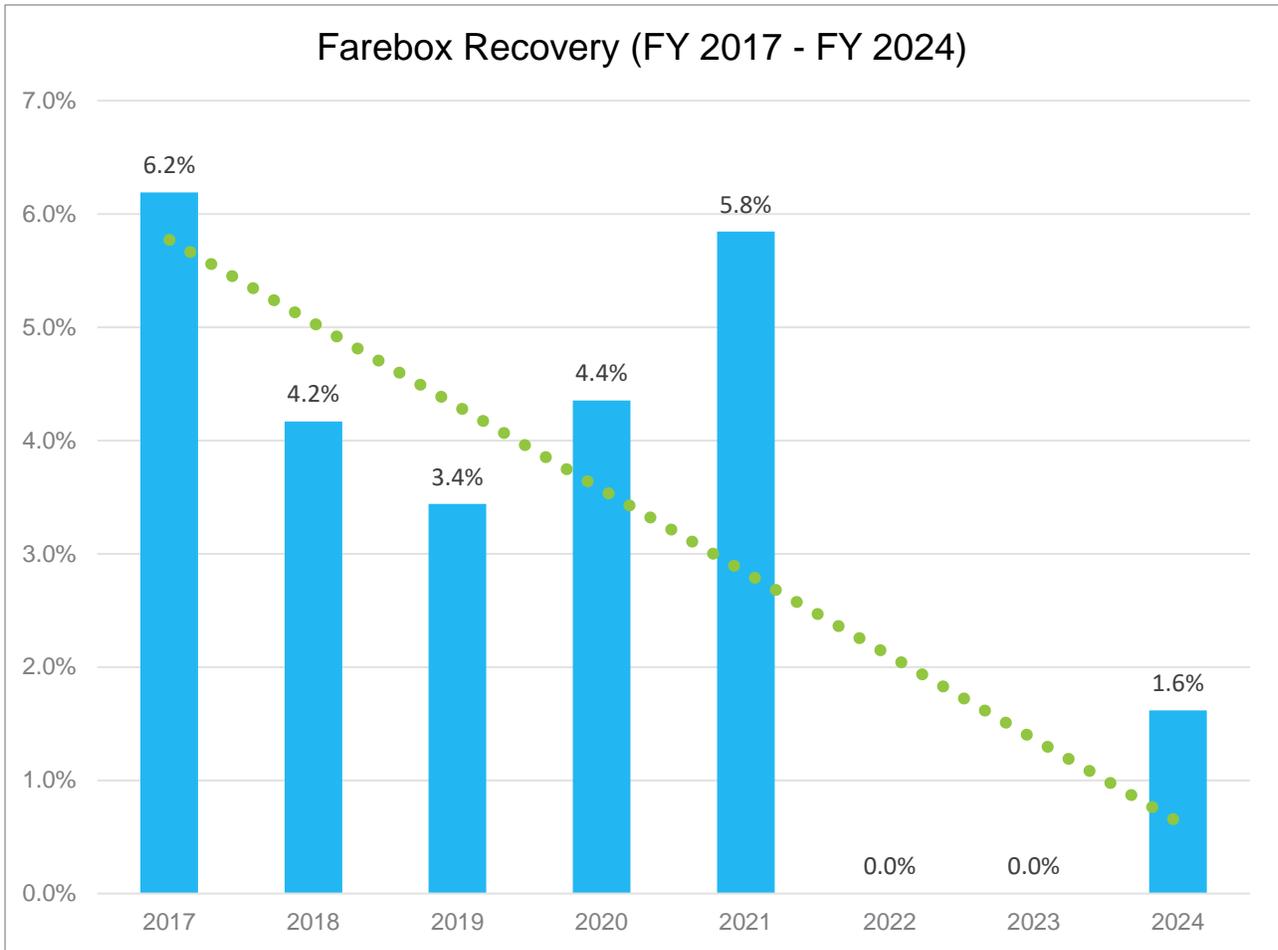


Figure 38: Link Transit Paratransit Farebox Recovery FY 2017 to FY 2024

Farebox recovery remained steady between 2018 and 2020. The decrease in 2022 and 2023 can be attributed to free fares beginning in June 2021 as a result of the pandemic. Fares were reintroduced in December 2023, but farebox recovery has yet to return to pre-pandemic levels.

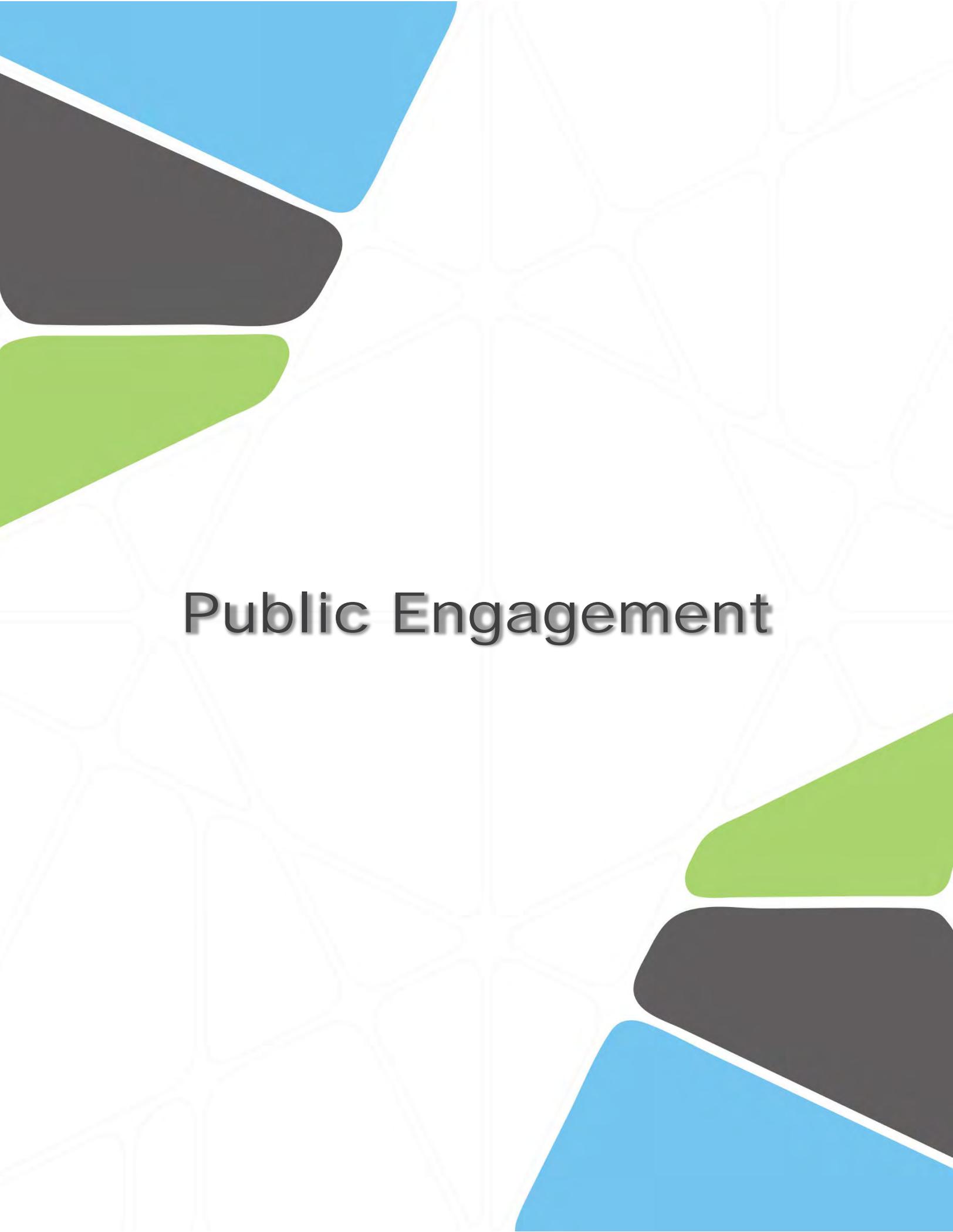
## KEY TAKEAWAYS

Developing a transit plan requires building on several sources of information to paint a full picture of current system needs, potential future needs, and the priorities for improvement considering existing resources. The following sources were used in the development of recommendations and implementation strategies to be discussed in greater detail throughout this document:

- Existing conditions data – including previous relevant plan review
- TDP goals and objectives
- System design guidelines and performance standards
- Transit needs and demand analysis
- System evaluation
- Public input (results described in the next section)

Link Transit's current system serves the high demand areas well with its current resources. While several routes are consistently high performers, low service frequency and a lack of crosstown connections present significant challenges associated with service performance. Land use and population density play a role in the productivity of Link Transit's fixed-route service. Demographic, socioeconomic, and travel demand data demonstrate a transit need in specific areas of the community like north of downtown Graham and areas north of the current Green Route 4 alignment.

Alternate service delivery modes like microtransit, as well as focusing resources to support direct, more frequent service in areas with the highest demand were priorities in the development of service recommendations. Adjustments in individual route alignments, connection points, and service delivery modes were proposed to improve the customer experience and improve service performance and will be discussed in detail later in this document.



# Public Engagement

**Input from transit riders is a priority in planning for the future of the Link Transit system.**

**All engagement for this project prioritized reaching out to current Link Transit riders where they are.**



## Community Outreach Approach

The purpose of the community outreach associated with this TDP is to create an open and transparent process to meaningfully engage the public, particularly current transit riders. Public Engagement Plans were developed in coordination with the BGMPO Public Involvement Plan adopted in May 2020 as well as the Link Transit Title VI Program – Public Participation Plan adopted in December 2022. These Plans were meant to outline and guide engagement activities throughout the course of the project. The full Public Engagement Plans for Phases I and II of outreach can be found in **Appendix B**.

At the outset of the Study, the study team established goals and the key stakeholders to be engaged in order to maintain consistency and transparency throughout the planning process and both phases of engagement.

### COMMUNITY OUTREACH GOALS

- Consult with key stakeholders to assess opportunities and challenges for the Link Transit system.
- Share draft TDP recommendations and gather feedback from key stakeholders.
- Involve elected officials and funding partners in discussion of recommendations and implementation plans.

## KEY STAKEHOLDERS AND STRATEGIES

Key Stakeholder Groups consulted through this process include:

Stakeholder Group	Methods and Strategies for Engagement
<b>Current Transit Riders</b>	Online survey, flyers, transit rider focus group, project website, pop-up engagement, on board surveying
<b>Link Transit Public Transit Advisory Commission (PTAC)</b>	Focus group meetings, E-mail updates, presentations
<b>Elected Officials</b>	E-mail Updates, small group meetings, regular updates from consultant team and staff
<b>Employers, Non-profit and Community-based Organizations</b>	Online survey, project website, focus group meetings

### *Focus Groups - Employers, Non-Profit and Community-based Organizations*

#### EMPLOYERS AND NON-PROFITS

- Alamance Chamber
- Alamance Community College
- Burlington-Graham Metropolitan Planning Organization (BGMPO)
- Cone Health
- Elon University
- Piedmont Triad Regional Council, Workforce and Economic Development

#### COMMUNITY-BASED ORGANIZATIONS

- Alamance County Community Services
- Alamance County Social Services (DSS)
- Alamance Elder Care
- Alamance Wellness Collaborative
- Piedmont Triad Regional Council Area Agency on Aging
- United Way of Alamance County

## NEIGHBORING COMMUNITIES AND PARTNER AGENCIES

- Alamance County Transportation Authority
- City of Graham
- City of Mebane
- Orange County
- Piedmont Authority for Regional Transportation
- Town of Elon
- Town of Gibsonville
- Town of Green Level
- Town of Haw River
- Town of Whitsett
- Village of Alamance
- Town of Swepsonville

## KEY OUTREACH STRATEGIES

**Project Website** – A webpage with project information was added to the Link Transit Website including project overview, timeline, and relevant project information.

**Public Survey** – An online and paper public survey was used to proposed service improvements and associated tradeoffs. The survey was hosted online and marketed in the community using Link Transit and partner agencies’ social media channels, public service announcement e-mail blasts through partner agencies and key stakeholders, and flyers with scannable QR codes posted on Link Transit buses and at bus stops.

**Pop-up Engagement** – Project Team members used a “meet them where they are” approach to engage with transit riders and the general public. Locations for the pop-up events included: the Downtown Burlington Temporary Passenger Transfer Hub, Gibsonville Senior Center, Mebane St. Walmart, Elon University, Alamance Community College, and Garden Rd Walmart.

**Focus Group Engagement** – Target outreach conducted with key stakeholder groups who had a vested interest in the proposed recommendations and included local employers, non-profit and community-based organizations, and neighboring communities (who were not already part of the PTAC).

**Project Update E-mails and Presentations** – Project update e-mails and presentations were prepared at key milestones, and shared with key stakeholders, focus groups and project partners. Presentations on the proposed recommendations were developed and posted on the project website.

## PHASE I

The purpose of Phase I engagement was to raise awareness of the TDP and to begin documenting community needs and priorities for the future of Link Transit service in the City of Burlington. A detailed summary of Phase I engagement results can be found in **Appendix B**.

### Key Takeaways

- Those respondents that indicate using Link Transit use it regularly and are transit-dependent due to lack of a car.
- The majority of transit riders begin their trip by walking to the bus stop.
- Over 75% of respondents indicated using Link Transit to get to and from work.
- Many riders and stakeholders are interested in traveling to more locations in Graham and Mebane.
- Increased service frequency and later service is a priority for transit riders and stakeholders.
- Improved connections between Link Transit Routes and other regional services would improve the usability and convenience of the network.
- Amenities like public restrooms, customer service/ticket counter, and passenger waiting rooms are high priorities.



## PHASE II ENGAGEMENT

The purpose of Phase II engagement was to confirm service priorities with the public and other stakeholders, gather feedback on potential service recommendations and any tradeoffs associated with the service proposals, and have conversations with key stakeholders on service recommendations and potential new facility sites. A detailed summary of Phase II engagement results can be found in **Appendix B**.

### Key Takeaways

- Similarly to the survey results found in Phase I, the majority of respondents reported using transit frequently and relying on transit as their primary source of transportation.
- 60-minute frequency on most routes is heavily supported by transit riders and key stakeholders. Additional frequency improvements are a priority if additional funds become available.
- Service to Graham was cited as a priority for future transit service extensions.
- Increasing cross-town connections with more direct service and limited stops was cited as a priority by transit riders
- People were in favor of the Link+ microtransit concept but had additional questions about how the service would work. Some concerns were raised about relying on scheduling software for elderly passengers
- Extending service to new areas like Haw River and more locations in Graham beyond the Alamance County Office Building are a priority for most survey respondents.
- Sunday service, as well as service to Alamance Foods, Graham Park South, Lacy Holt, and the Amazon Fulfillment Center were all listed as priorities for extended service if additional funds became available.
- Amazon, Alamance Community School, Lidl, and Alamance County Register of Voters expressed interest in bus service to their facilities.



The background of the cover features a light blue grid pattern of thin lines. Overlaid on this are several large, abstract, rounded shapes in blue, dark grey, and green, arranged in a vertical stack on the left and right sides. The text 'Marketing Plan' is centered in the middle of the page.

# Marketing Plan

## Executive Summary

This Marketing Plan (the Plan) outlines the strategic framework for Link Transit to achieve specific goals through a critical assessment of current marketing efforts, detailed audience segmentation, and recommendations for public messaging. The Plan identifies effective outreach channel and partnerships as well as develops performance metrics. Additionally, the Plan identifies potential deficiencies, particularly in digital engagement and social media, and proposes actionable solutions to address them. The recommendations within the Plan are based on the five goals below:

1. Increase brand recognition
2. Diversify and grow ridership
3. Increase partnerships and community outreach
4. Maximize the effectiveness of digital and social media engagement
5. Evaluate impacts and optimize strategies

A phased implementation plan provides a realistic timeline for the rollout of new policies and procedures to support the above goals. The implementation plan that follows is divided into four phases over 12 months. Each phase builds momentum by continually expanding social media presence, increasing partnerships, and tracking performance. For fiscal year 2027, Link Transit should budget between \$55,000 - \$75,000 to fund the phased implementation plan.

*Table 13: Timeline and Actions for Plan Implementation*

Phase	Key Actions	Estimated Cost
<b>Phase 1: Planning (Month 1)</b>	<ul style="list-style-type: none"> <li>- Secure stakeholder buy-in</li> <li>- Assign internal task leads</li> <li>- Identify gaps in necessary expertise and/or skills</li> </ul>	<p style="text-align: center;">\$0</p> <p>Link Transit staff time</p>
<b>Phase 2: Foundation (Months 2–4)</b>	<ul style="list-style-type: none"> <li>- Audit current materials and platforms</li> <li>- Launch rider survey</li> <li>- Develop content calendar</li> <li>- Refresh website messaging</li> </ul>	\$20,000 - \$25,000
<b>Phase 3: Activation (Months 5–7)</b>	<ul style="list-style-type: none"> <li>- Launch social media campaigns</li> <li>- Host community events</li> <li>- Formalize partnerships</li> </ul>	\$15,000 - \$25,000
<b>Phase 4: Expansion (Months 8–12)</b>	<ul style="list-style-type: none"> <li>- Launch seasonal promotions</li> <li>- Expand to TikTok/YouTube</li> <li>- Evaluate KPIs and adjust strategy</li> </ul>	\$20,000 - \$25,000

## Current Marketing Methods

This section documents Link Transit's current social media and other digital engagement methods. It also provides a baseline assessment of the associated successes and drawbacks.

### SOCIAL MEDIA ASSESSMENT

Link Transit utilizes social media platforms and website messaging to reach passengers with key service information. Link Transit maintains a presence on Facebook (@LinkTransitNC), Instagram (@LinkTransitNC), X (@LinkTransitNC), and YouTube (@LinkTransit654). These platforms are primarily used for posts and alerts regarding operational announcements. The agency's website is well populated and has a clear theme and recognizable style consistent with the transit vehicles; however, the brand is not always translated across Link Transit's social media platforms. Social media messaging could be more effective with a targeted, compelling narrative to reach potential riders. A review of all social media platforms and current posting practices was conducted to identify issues and develop solutions to better achieve goals.

The issues identified include the following:

- **Inconsistent Posting:** Updates are monthly, limiting visibility and potential new audience capture.
- **Low Engagement:** Posts receive few likes, shares, or comments, indicating limited reach and resonance.
- **Lack of Visual Content:** There is limited use of photos, videos, or graphics to capture attention or tell compelling stories, and informative content is limited to captions.
- **Lack of Theme and Branding Consistency:** Many posts use clipart, and those with more informative content are inconsistent in their design. Further, posted images were often observed to be low resolution.



Figure 39: Example Link Transit Post Using Clip Art

The screenshot images shown in **Figure 40** below include sample social media posts that illustrate some of the identified issues, as well as the current levels of engagement on a typical post for Instagram, Facebook, X, and YouTube. Notably, posts on Instagram, Facebook, and X are uploaded monthly, with many of the same posts being duplicated. These posts tend to focus on service alerts and operational announcements, and while informative, do not actively engage or expand the agency's audience.

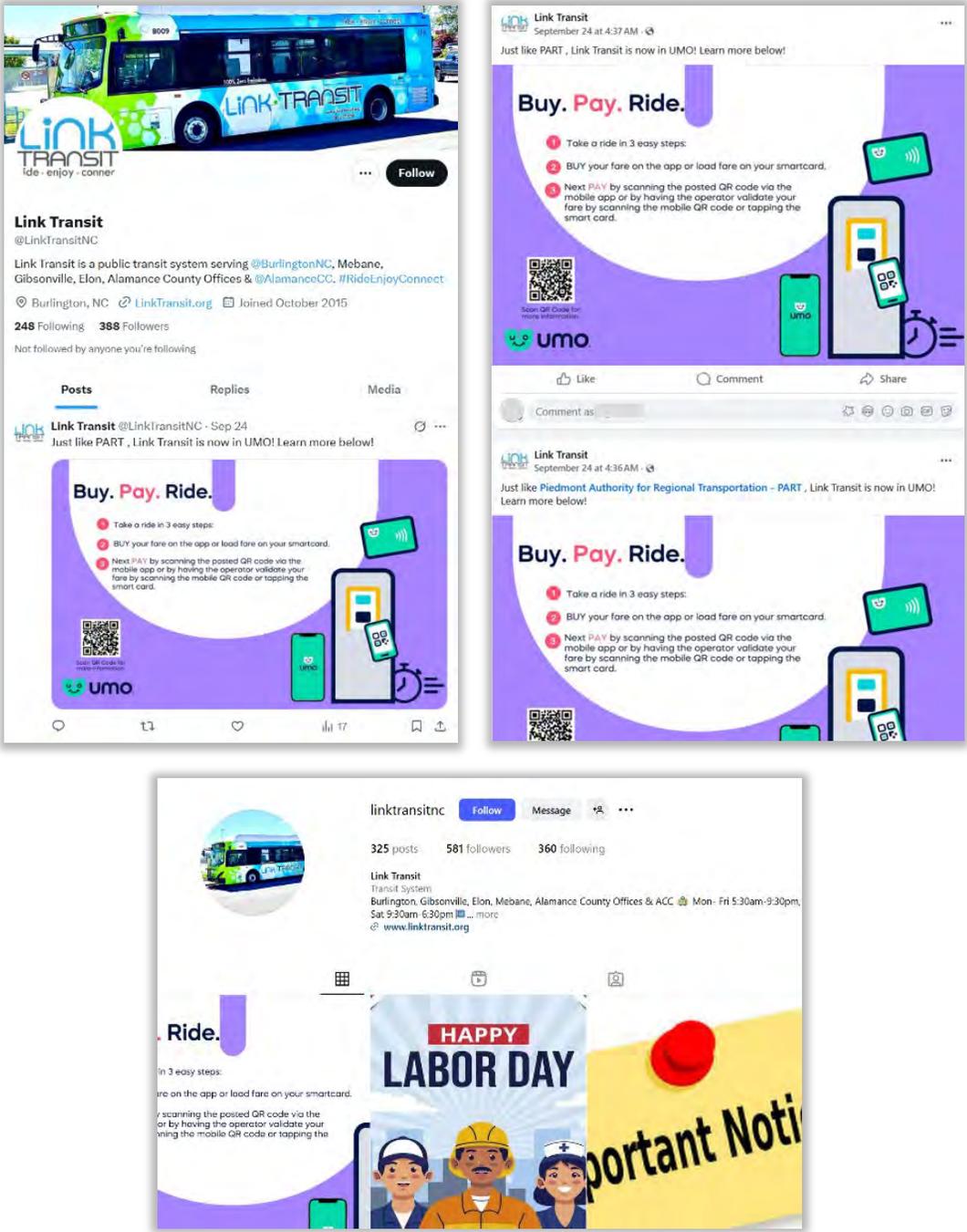


Figure 40: Examples of Link Transit Social Media Posts

## TRANSIT-RELATED APPS

Link Transit utilizes several applications that feature integrations with trip-planning platforms and real-time arrival technology, provide service alerts, transit-fare apps, and TNC service providers, respectively:

- Transit App
- Moovit
- UMO and Token Transit
- Google Maps
- Apple Maps
- Bing Maps
- GMV
- Via Paratransit app

Utilizing several transit apps provides more choices for passengers but can also be confusing, especially if several apps perform the same function. Dedicated apps for fares, trip planning, etc., would simplify marketing and promotion efforts of the platforms.

## WEBSITE

The website ([www.linktransit.org](http://www.linktransit.org)) is clear and informative, featuring frequent updates and rotating content. There is significant promotional content released on the website through the news page, which represents a strong starting point for a future “content calendar” as described later in this document. Though there is an option for translation of route and map information, there is no option to translate the whole website. It is recommended to add an option for entire website translation. One option may be to add a Google translate plugin.

## NEWS

Link Transit utilizes media releases, available through an archived list on the website after initial public release. Information posted is related to major operational changes, service change approvals, policy changes, and/or Link Transit events.

## PHYSICAL MARKETING MATERIALS

Link Transit currently promotes its service (and feedback on the service) through myriad physical promotional materials, including, but not limited to, the following:

- Signs on buses
- Ride guide
- Bus shelter maps
- Paratransit brochure
- Paratransit ride guide
- Respect the ride flyers
- Application forms for ADA accommodations, reduced fare
- General comment forms
- Rack cards
- Other general flyers

## BILINGUAL PROMOTIONAL MATERIALS

Link Transit serves a growing Spanish-speaking community in Burlington, and the agency has developed bilingual promotional materials including rack cards, a paratransit brochure, advertising in the Burlington Latino news service, and more. The use of bilingual materials in English and Spanish demonstrates a commitment to inclusivity and compliance with Title VI and BGMPO Public Involvement Plan standards. These strides should be continued and expanded.

## COMPARISON TO PEER AGENCIES

Peer agency comparisons help identify best practices, areas for improvement, and efficiency metrics to benchmark performance against strategic goals. These comparisons can also support budget requests, policy changes, and staffing decisions by showing how similarly sized agencies allocate resources. Additionally, peer comparisons enhance accountability and transparency by demonstrating to governing boards, elected officials, and the public how the agency performs relative to others, whether goals are being met, and how public funds are used efficiently.

The sections that follow summarize how Link Transit currently performs with social media and other forms of digital engagement, as compared to Onslow United Transit System (OUTS) in Jacksonville, NC and GoCary in Cary, NC. Overall, compared to its peers, Link Transit's digital footprint is significantly smaller, with monthly posts and low engagement rates. These gaps present clear opportunities for improvement.

### Onslow United Transit System (OUTS)

OUTS in Jacksonville, NC, is a strong peer agency for Link Transit. With a comparable fleet size, OUTS demonstrates how a small transit system can maintain a vibrant and effective social media presence with posts multiple times per week across platforms, consistently sharing a mix of service updates, transit tips, and targeted content for special rider groups such as seniors and individuals with disabilities.

OUTS also utilizes thematic content, aligning posts with relevant and timely events and national observances like World Blindness Awareness Month, National Voter Registration Day, and other civic or health-related campaigns. These posts often highlight how transit supports access and independence, reinforcing OUTS' role as a community connector. Their social media feeds feature a cohesive visual identity, with consistent color palette, logo usage, and tone that enhances brand recognition and professionalism. This level of branding helps build trust and makes their content more engaging and shareable. OUTS' approach shows how smaller agencies can use digital platforms strategically to amplify their mission and connect meaningfully with riders.

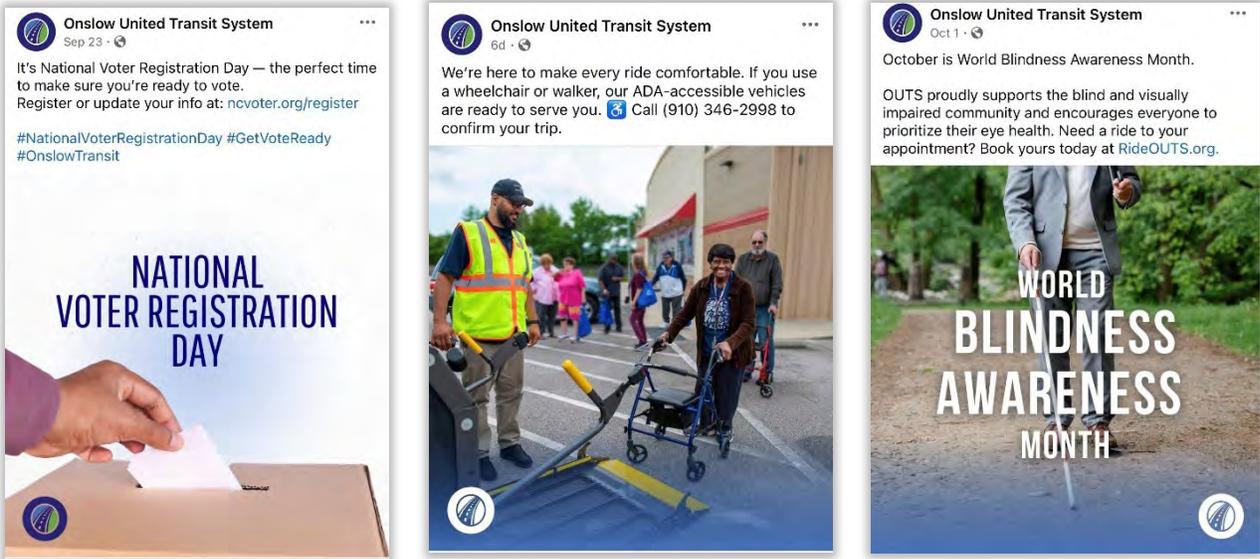


Figure 41: Examples of Social Media Posts from OUTS

### GoCary

GoCary, based in Cary, NC, operates a slightly larger system than Link Transit, but offers an additional example of how a small transit agency can build a strong and engaging social media presence. GoCary’s platforms are updated multiple times per week, maintaining a consistent posting schedule that keeps riders informed and connected. They consistently post content in Spanish, ensuring bilingual riders feel seen and supported.

The agency also spotlights employees through engaging posts that connect back to blog features or staff profiles on their website. These stories build trust and foster a sense of community and familiarity with the transit service providers. Additionally, they actively promote their partnerships, showcasing collaborations with local organizations, schools, and events. This strategy not only boosts visibility but also positions GoCary as a deeply integrated part of the community.

For Link Transit, GoCary serves as a valuable example of how thoughtful, inclusive, and consistent digital engagement can elevate a transit agency’s public image and deepen its connection with riders.

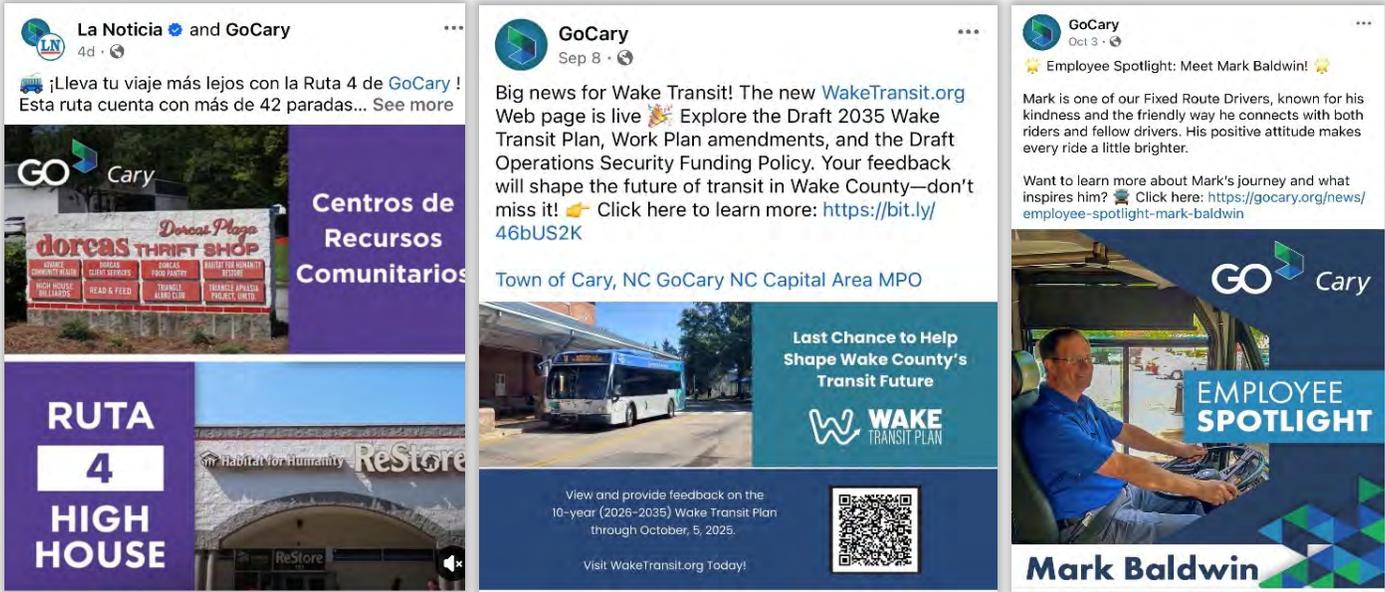


Figure 42: Examples of Social Media Posts from GoCary

## Audience Analysis

To effectively increase ridership, Link Transit should tailor its outreach to the specific needs and motivations of its core user groups. The segments listed in **Table 14** represent the most promising targets for marketing efforts. Each of these groups has distinct communication preferences and transit needs, which should inform both the content and delivery of marketing materials.

Table 14: Audience Segments

Segments	Key Characteristics	Supporting Data	Messaging Focus
<b>Commuters</b>	Local workers needing reliable transport	Almost 74% of the Link Transit survey respondents said they took Link Transit to work	Punctuality, convenience, and economic savings
<b>Students</b>	High school and college students (especially Alamance Community College (ACC) and Elon University)	ACC 2024 enrollment: 4,705 Elon 2024 enrollment: 7,289	Independence, affordability, and campus access
<b>Seniors</b>	Older adults with mobility challenges and fixed incomes	17.9% of the total population in Burlington	Accessibility, safety, and community connection
<b>Low-Income Residents</b>	Individuals/families for whom transit is essential	16.6% of households in Burlington earn less than the poverty rate	Dignity, opportunity, and empowerment
<b>Spanish-Speaking Community</b>	Growing Hispanic population needing culturally relevant outreach	17.5% of the population in Burlington is Hispanic	Linguistically appropriate, and community-driven
<b>People with Disabilities</b>	Riders relying on Americans with Disabilities Act (ADA)-compliant features	25.4% of all households in Burlington have at least one person with a disability	ADA compliance, ease of boarding, and driver assistance
<b>Visitors</b>	Tourists or short-term visitors without vehicles	12% increase in passengers riding the train to/from Burlington since 2024	Exploration, convenience, and local attractions

Sources: Link Transit Five-Year Transit Development Plan, 2022 ACS 5-year estimate, [“ACC Enrollment Surges to New Record”](#), [“NC By Train Ridership Continues to Increase.”](#)

# Recommendations

The recommendations within this section are based on the goals detailed in **Figure 43** below. Each recommendation that follows aligns with the goal(s) the recommendation best supports. Next to each recommendation header is the corresponding icon from **Figure 43**.

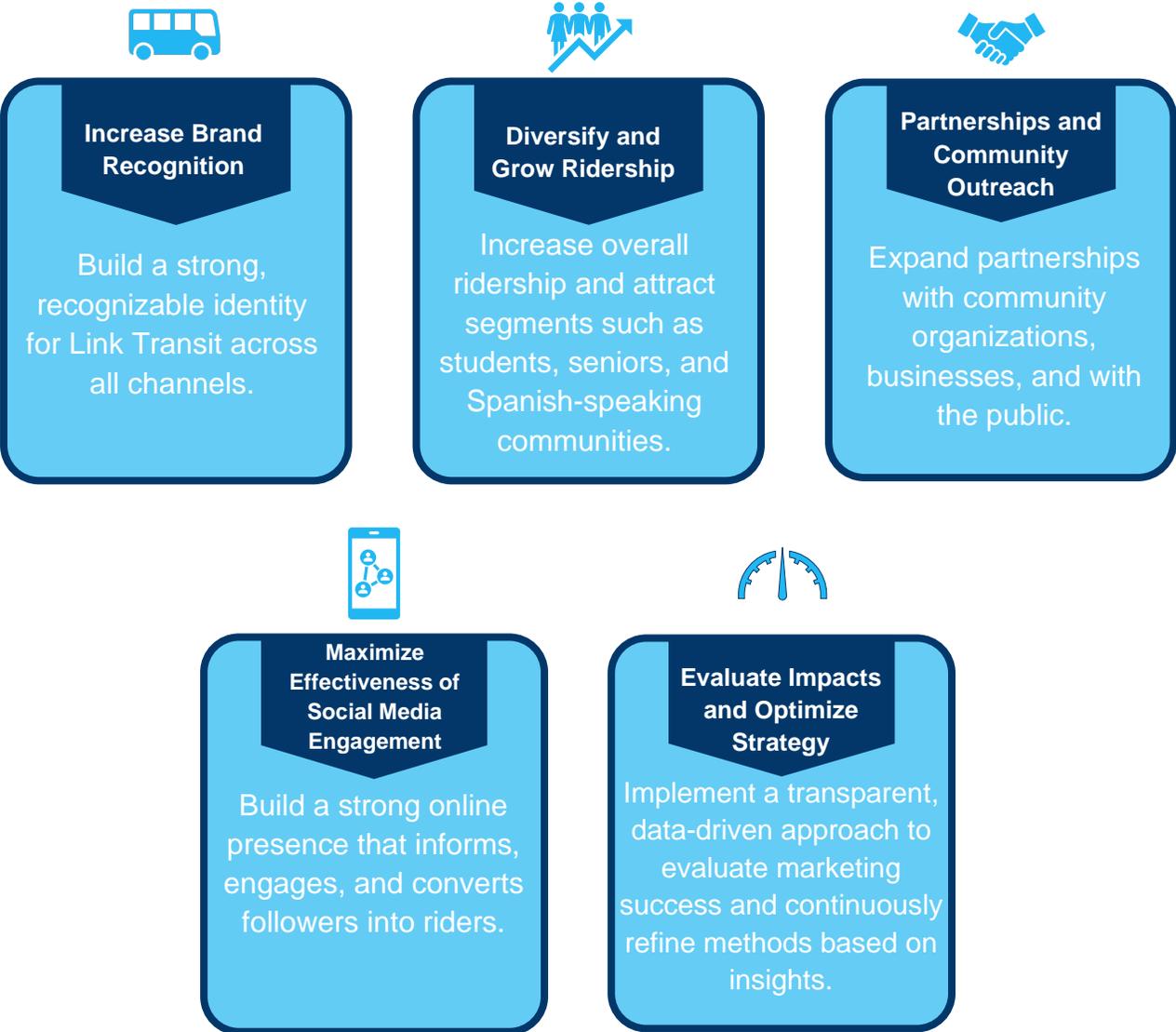


Figure 43: Link Transit Marketing Goals

## MARKETING CHANNEL STRATEGY



To maximize reach and engagement, Link Transit must diversify its marketing channels and tailor content to each platform's strengths:

### *Digital Platforms*

- **Social Media:** Facebook, Instagram, X, and YouTube offer high-impact opportunities for visual storytelling, real-time updates, and community interaction. These platforms should be used to highlight service benefits, share rider and employee stories, and promote events. They should also continue to be used for alerts. Link Transit should consider investing in geo-targeted paid ads to reach specific zip codes, balancing cost with potential impact.
- **Email and SMS Alerts:** Opt-in communications in both English and Spanish should be improved to better provide service updates, promotions, and surveys. These tools are especially useful for maintaining contact with existing riders. A primary challenge with the current system is accessing the page to sign up for the alerts.
- **Website and Blog:** A well-maintained website with a blog section that can host rider stories, service updates, and FAQs. The current website would benefit from user interface improvement, including mobile phone integration. This would ensure that the website is fully responsive and functional across all devices and for all types of users, allowing riders to access critical information on-the-go.
 

*Legal note:* Public agency websites and blogs must comply with the Americans with Disabilities Act (ADA). Additionally, agencies who receive federal funding must also comply with Section 504 of the Rehabilitation Act; both requirements apply to Link Transit's digital platforms.

  - **ADA** Public entities must make their digital content accessible to individuals with disabilities, such as individuals who:
    - use screen readers
    - have limited mobility or cognitive abilities affecting website navigation
    - are blind or have other sight limitations (e.g., low vision or colorblindness),
    - rely on alternative information input methods.

While not specifically mandated, Web Content Accessibility Guidelines (WCAG) compliance is considered industry standard for demonstrating ADA compliance.

- **Section 504** requires federal funding recipients to provide an equal opportunity to benefit from their services and programs, which includes ensuring that digital content and technology are accessible.
- **Transit Apps** should be continuously verified to integrate Link Transit Service properly. Platforms such as Google Maps, Apple Maps, and other navigation

services promote trust and reliability of the service (Google Maps and Apple Maps integration exists and are functional). Additionally, continuing to partner with Transit App, Token Transit, and Moovit, as well as integrating into future transit apps, will benefit ridership and usability.

### *Traditional Media*

- **Local Radio and Print Media:** Targeted advertising in community newspapers and radio stations can reach older adults and residents without internet access. Messaging should be simple, direct, and benefits-driven.
  - Opportunities for this targeted advertising include: Burlington Times-News, Alamance News, The Relocation Guide, Pharmacy Bags, and the Burlington Latino.
- **Flyers and Brochures:** Distribute at libraries, community centers, clinics, and local businesses.
- **Bus Shelter Display Cases:** Add bus shelter display cases and place long-term or short-term advertising inside to take advantage of existing assets.
- **On-Bus/In-Bus Advertising:** Utilize existing fleet as mobile advertising and advertise service within and on outside of buses.

### *Community Engagement*

- **Events and Pop-Ups:** Physical presence at farmers markets, school events, and community festivals allows for direct engagement and material distribution. Staff should be trained to answer questions and collect feedback.
- **Surveys and Polls:** Regularly distribute short surveys via SMS, email, and social media to gauge satisfaction and gather ideas.
- **Strategic Partnerships:** Co-branded campaigns and transit education initiatives can build trust and awareness. More information can be found in the **Partnership Opportunities** section.

## Marketing Channels for Audience Segments

Different marketing channels resonate more effectively with specific audiences. To ensure Link Transit’s outreach efforts are both inclusive and impactful, it is important to align each communication method with the preferences, habits, and accessibility needs of the target group. **Table 15** outlines the recommended channels for each key audience, helping Link Transit guide strategic decisions around messaging, placement, and engagement.

Table 15: Best Channels for Audience Segments

Audience Segments	Best Channels
<b>Commuters</b>	X, Email Alerts, Transit Apps, Website, Transit Signage
<b>Students</b>	Instagram, TikTok, Events, SMS and Email Alerts, School Partnerships
<b>Seniors</b>	Local Radio, Print Media, Transit Signage, Events, Flyers
<b>Low-Income Residents</b>	Community Events, Local Radio, Print Media, SMS Alerts
<b>Spanish-Speaking Community</b>	Facebook (Spanish), Spanish Radio, Bilingual Signage, SMS/Email Alerts
<b>People with Disabilities</b>	ADA-Compliant Signage, Website Accessibility Info, Events, YouTube
<b>Visitors</b>	Instagram, Website, Transit Signage, Tourism Board Partnerships, Google/Apple Maps

In order to address existing marketing gaps identified in this report, Link Transit should develop a content calendar with weekly posts, including rider testimonials, driver spotlights, and behind-the-scenes features. Short-form video content (e.g., Reels) should be used to highlight routes, destinations, and community impact. Engagement tactics such as polls, questions, and giveaways can also help build a loyal following.

Additionally, all visual content should include alternative text and captions to ensure accessibility for users with disabilities. Spanish alt text and captions should also be included with all visual content to reach a broader audience.

Benchmark goals for expanding reach to these markets should include posting at least 3 times per week and reaching 500 followers within 6 months on Instagram, Facebook, X and YouTube. Once this goal is met, Link Transit could consider expanding to other social media platforms such as TikTok.

## MESSAGING STRATEGY

A successful messaging strategy for Link Transit must be clear, consistent, inclusive, and emotionally resonant. The goal is to build trust, foster community pride, and position public transit as a reliable, welcoming, and essential part of everyday life. Messaging should reflect Link Transit’s mission while appealing to the diverse needs and values of its rider base.

- **“Ride Smart. Ride Together.”** Encapsulates the dual benefits of convenience and efficiency along with community, inclusion, and shared experience.
- **“Your Link to Burlington and Beyond!”** Reinforces the idea of connectivity and positions Link Transit as an essential part of daily life.
- **“Transit for Everyone.”** Reinforces equity and inclusion, especially important in bilingual and accessibility messaging.

The tone of all messaging should be friendly, community-oriented, and solution-focused. Real rider stories, testimonials, and human-interest content will help build trust and relatability. Visual elements—such as photos of riders, drivers, and destinations—should be integrated to reinforce these themes.

To stay relevant and boost engagement, Link Transit should incorporate seasonal taglines and campaigns that align with community rhythms and calendar events. Examples include:

- **“Back to School with Link Transit”** – Targeting students and parents in August/September.
- **“Get Your Holiday Shopping Done with Link”** – Promoting routes to shopping centers in November/December.
- **“Ride Green for Earth Month”** – Highlighting sustainability in April.
- **“Beat the Heat with Link”** – Encouraging transit use during summer months.

These seasonal messages can be paired with promotions, contests, or themed content to increase visibility and interaction.

Link Transit should explore a visual rebranding effort—new logo, color palette, and typography—to unify messaging and improve recognition. Slogans and themes should be tested with riders or community groups before finalizing.



## PARTNERSHIP OPPORTUNITIES

Strategic partnerships can amplify Link Transit’s reach and embed its services within the fabric of the community. These collaborations should be designed to increase awareness, improve rider experience, and foster long-term engagement. Each partnership should be formalized through Memorandums of Understanding (MOUs) or joint marketing campaigns to ensure sustained collaboration and mutual benefit. Key partnership opportunities are summarized in **Table 16**.

Table 16: Partnership Opportunities

Partner	Opportunity	Tactics
<b>Alamance Community College</b>	Student engagement and education	<ul style="list-style-type: none"> <li>• Include transit info in orientation materials</li> <li>• Campus signage with route maps</li> <li>• Transit education campaigns</li> </ul>
<b>Local Employers</b>	Promote commuting solutions	<ul style="list-style-type: none"> <li>• HR onboarding materials</li> <li>• Job fair presence</li> <li>• Posters and flyers for break rooms</li> </ul>
<b>Community Centers and Places of Worship</b>	Build trust in community spaces	<ul style="list-style-type: none"> <li>• Distribute bilingual materials</li> <li>• Host info sessions</li> <li>• Offer ride training workshops</li> </ul>
<b>Healthcare Providers</b>	Improve access to medical appointments	<ul style="list-style-type: none"> <li>• Include transit info in appointment reminders or patient packets</li> <li>• Collaborate on health equity initiatives</li> </ul>
<b>City Departments</b>	Align with public services and planning	<ul style="list-style-type: none"> <li>• Integrate messaging into housing, health, and economic programs</li> <li>• Co-host forums</li> <li>• Share data insights</li> <li>• Partner with for Ride Transit Week</li> </ul>
<b>Local Influencers</b>	Amplify messaging through authentic storytelling	<ul style="list-style-type: none"> <li>• Partner with content creators</li> <li>• Launch social media campaigns</li> <li>• Feature in video testimonials</li> </ul>
<b>K–12 Schools</b>	Educate families and support student mobility	<ul style="list-style-type: none"> <li>• Provide materials for students/parents</li> <li>• Collaborate on after-school transit</li> <li>• Attend school events</li> </ul>
<b>Libraries</b>	Provide accessible transit info in public learning spaces	<ul style="list-style-type: none"> <li>• Info kiosks with maps/schedules</li> <li>• Host workshops</li> <li>• Include in newsletters and bulletin boards</li> </ul>
<b>NC by Train</b>	Enhance regional connectivity	<ul style="list-style-type: none"> <li>• Create multimodal travel guides</li> <li>• Promote Link Transit as a first/last-mile solution</li> <li>• Joint tourism campaigns</li> </ul>

Partner	Opportunity	Tactics
<b>Elon University</b>	Student engagement and education	<ul style="list-style-type: none"> <li>• Include transit info in orientation materials</li> <li>• Campus signage with route maps</li> <li>• Transit education campaigns</li> </ul>
<b>City of Mebane</b>	Enhance regional connectivity	<ul style="list-style-type: none"> <li>• Feature regional transit on city platforms</li> <li>• Support transit access for major city events (special event service promotion)</li> <li>• Host informational sessions at City meetings, especially to communicate service changes or other relevant information</li> </ul>
<b>Town of Elon</b>	Enhance regional connectivity	<ul style="list-style-type: none"> <li>• Promote regional transit connectivity via town website and community communications</li> <li>• Host informational sessions at town meetings, especially to communicate service changes, etc.</li> </ul>
<b>Town of Gibsonville</b>	Enhance regional connectivity	<ul style="list-style-type: none"> <li>• Promote regional transit connectivity via town website and community communications</li> <li>• Host informational sessions at town meetings, especially to communicate service changes or other relevant information</li> </ul>
<b>Town of Haw River</b>	Enhance regional connectivity	<ul style="list-style-type: none"> <li>• Promote regional transit connectivity via town website and community communications</li> <li>• Host informational sessions at town meetings, especially to communicate service changes, etc.</li> </ul>
<b>Town of Green Level</b>	Enhance regional connectivity	<ul style="list-style-type: none"> <li>• Promote regional transit connectivity via town website and community communications</li> <li>• Host informational sessions at town meetings, especially to communicate service changes or other relevant information</li> </ul>
<b>City of Graham</b>	Enhance regional connectivity	<ul style="list-style-type: none"> <li>• Feature regional transit on city platforms</li> <li>• Support transit access for major city events (special event service promotion)</li> <li>• Host informational sessions at City meetings, especially to communicate service changes or other relevant information</li> </ul>
<b>Alamance County</b>	Enhance regional connectivity	<ul style="list-style-type: none"> <li>• Integrate transit messaging into county communications</li> <li>• Coordinate public information campaigns</li> </ul>

## CONTENT CALENDAR AND ENGAGEMENT TACTICS

A content calendar will be essential for maintaining consistency and maximizing engagement across Link Transit’s digital platforms. The calendar should guide weekly, monthly, and seasonal outreach goals. By planning content in advance, Link Transit’s posting will allow flexibility for service alerts and updates when needed, balanced with promotional content like seasonal campaigns, rider stories, and community updates.

The recommended calendar includes at least two planned posts per week, plus any time-sensitive alerts or announcements, across Facebook, Instagram, X, and YouTube. All video posts, including YouTube, should be short-form video content—each platform has a different name for these types of videos, but they are commonly referred to as “Reels” or “Shorts”. Posts should be scheduled to align with peak engagement times, typically early morning and late afternoon. All visual content should include alternative text and bilingual captions to ensure accessibility. **Table 17** shows a sample monthly content calendar, not including graphics.

Table 17: Sample Content Calendar

Week	Scheduled Post 1 (community/partnership)	Scheduled Post 2 (event/informative)	Alert(s) (if needed)
1	Rider testimonial	Transit tip (e.g., how to use the transit app)	Route update
2	Behind-the-scenes: driver spotlight	Sustainability/Earth Month message	Service alert
3	Poll/question for riders	Pop-up at community event	None
4	Partnership highlight (e.g., NC by Train)	Accessibility feature highlight	Route update

Additionally, to build an active follower base, Link Transit should maintain dynamic engagement tactics, including:

- Rider and employee spotlights: Feature real stories and photos from riders and staff to humanize the brand.
- Short-form video content: Use Instagram reels, Facebook stories, and YouTube videos for event coverage, time-sensitive updates, and behind-the-scenes content.
- Interactive posts: Use polling, questions, and quizzes to not only provide feedback but also boost post engagement and reach.

- Seasonal campaigns: See **Messaging Strategy**.
- Cross-promotion: Collaborate with city accounts, partners, and local organizations to reshare transit content and expand reach.
- Giveaways and contests: Incentivize engagement with transit-themed competition.

Best practices for the content calendar and engagement tactics include maintaining visual consistency, scheduling posts during peak engagement hours, and using high-resolution images and videos. Setting benchmark goals such as posting at least twice a week and/or reaching 1,000 followers within six months will make performance indicators more meaningful, as detailed in the next section. By implementing a dynamic, inclusive, and data-driven content calendar, Link Transit will strengthen its digital presence, foster community engagement, and drive sustained ridership and follower growth.

## KEY PERFORMANCE INDICATORS AND EVALUATION

To measure the effectiveness of marketing efforts, Link Transit should regularly track the following key performance indicators. These metrics will help assess progress toward strategic goals, identify areas for improvement, and guide resource allocation:

- **Ridership Growth:** Track monthly and quarterly increases in boardings across all routes. Segment data by rider type (ex., students, seniors, commuters) if possible, to identify which campaigns are driving usage.
- **Social Media Engagement:** Monitor likes, shares, comments, saves, and follower growth across platforms. Engagement rate (interactions per post relative to followers) is a key indicator of content resonance.
- **Website Traffic:** Analyze page views, unique visitors, time on site, bounce rate, and click-through rates for marketing content. Track visits to specific pages like route maps, schedules, and rider stories.
- **Survey Feedback:** Conduct periodic rider surveys to assess satisfaction, brand awareness, and the impact of messaging. Include questions about how riders heard about Link Transit and what influenced their decision to ride.
- **Event Participation:** Record attendance, material distribution, and interactions at outreach events and pop-ups. Use sign-in sheets, QR codes, or digital forms to capture engagement data.
- **Email and SMS Performance:** Track open rates, click-through rates, and opt-in/opt-out trends for service alerts and promotional messages.
- **New Rider Acquisition and Retention:** Monitor how many riders are new to the system and how many continue riding after initial engagement.

A monthly marketing dashboard could be shared with city leadership and stakeholders to maintain transparency and guide decision-making. These metrics should be reviewed quarterly and used to refine strategy and allocate resources.

## Timeline and Implementation

The implementation of this marketing plan is divided into four phases over 12 months to build momentum while maintaining flexibility. Short-term efforts focus on improving social media, launching promotions, and building local partnerships. Mid-term initiatives include developing a unified brand, enhancing digital engagement, and expanding bilingual campaigns. Long-term actions involve tracking performance, refining approaches based on feedback, and maintaining ongoing outreach to boost ridership and public awareness.

**Table 18** describes the marketing plan by phase. Each phase describes the timeline, key actions, budget, and staff effort, and any training needs.

For fiscal year 2027, Link Transit should budget between \$55,000 - \$75,000 to fund the phased implementation plan. The higher end of the range would support a full-scale implementation and consider the use of consultant services to staff and implement the plan.

Table 18: Marketing Plan by Phases

Phase	Timeline	Key Actions	Budget and Staff Effort	Training
<b>Phase 1: Planning</b>	Month 1	<ul style="list-style-type: none"> <li>Secure stakeholder buy-in and finalize marketing budget.</li> <li>Assign internal leads for each marketing channel (social media, community outreach, partnerships).</li> <li>Identify gaps in marketing expertise among internal leads.</li> </ul>	<p>\$0</p> <p>Moderate staff time and training.</p>	<p>For marketing expertise among internal leads, schedule training for:</p> <ul style="list-style-type: none"> <li>Social media basics and content creation.</li> <li>Community engagement best practices.</li> <li>KPI tracking and reporting.</li> </ul>
<b>Phase 2: Foundation</b>	Months 2-4	<ul style="list-style-type: none"> <li>Conduct a full audit of existing materials and digital platforms (website, social media, printed brochures).</li> <li>Launch a rider survey to gather baseline data on ridership, satisfaction, and awareness.</li> <li>Develop a content calendar.</li> <li>Refresh website messaging for clarity and accessibility.</li> <li>After Phase 2, collect community feedback via surveys or event comment cards to inform Phase 3.</li> </ul>	<p>\$20,000 - \$25,000</p> <p>Design updates for website and materials, survey costs (online tools or printed forms).</p>	<p>Train leads on survey design and interpretation, basic analytics for digital platforms.</p>

Phase	Timeline	Key Actions	Budget and Staff Effort	Training
<b>Phase 3: Activation</b>	Months 5-7	<ul style="list-style-type: none"> <li>• Begin regular social media campaigns with visual content (photos, short videos).</li> <li>• Host community events and pop-ups at high-traffic locations (e.g., farmers markets, schools).</li> <li>• Formalize partnerships with schools, employers, and community groups for cross-promotion.</li> </ul>	<p>\$15,000 - \$25,000</p> <p>Community events (venue, permits, promotional materials). Paid social ads for targeted campaigns.</p>	<p>Social media engagement strategies.</p> <p>Event planning and partnership management.</p>
<b>Phase 4: Expansion</b>	Months 8-12	<ul style="list-style-type: none"> <li>• Introduce seasonal promotions (e.g., “Back to School,” “Holiday Ride to Shop”).</li> <li>• Expand to new platforms such as TikTok and YouTube for broader reach.</li> <li>• Evaluate KPIs (ridership growth, engagement metrics) and adjust strategy based on performance data.</li> </ul>	<p>\$20,000 - \$25,000</p> <p>Video production for TikTok and YouTube. Consider low-cost options like local college partnerships. Seasonal promotions may require print and digital ad spending.</p>	<p>Advanced content creation (video editing basics), KPI analysis, and campaign optimization.</p>



# **Service Recommendations and Implementation Plan**

## Service Recommendations

Phase II of the project began in Spring of 2024 with the development of route recommendations based on the existing conditions assessment, initial community feedback, and coordination with key stakeholders and elected officials.

### GUIDING INFORMATION

The study team developed recommendations based on an analysis of current system performance, travel demand trends, public input, and service design guidelines and standards established at the outset of the TDP.

### *TDP Goals and Objectives*

The following goals and objectives were established to provide the basis for developing service and route recommendations:

1. **Goal - Create a safe, reliable, and equitable public transit system**
  - Objective - Make improvements to the existing system without increasing system hours or contract costs.
2. **Goal - Maximize service efficiency, directness, and frequency**
  - Objective - Adjust routes where possible to make service more direct and reduce trip times.
  - Objective - Achieve 60-minute service frequencies where possible.
3. **Goal - Enhance mobility and connectivity**
  - Objective - Maximize the connectivity of the system and increase opportunities to transfer between routes and other services.
4. **Goal - Support economic growth for the City of Burlington**
  - Objective - Prioritize connections to jobs and educational opportunities.

## TRANSIT SERVICE RECOMMENDATIONS

Service recommendations were developed based on based on the existing conditions assessment, community feedback, and coordination with key stakeholders and elected officials. To improve service frequencies and expand service coverage, efficiencies were found within the existing operating budget, and operating dollars were redistributed from low-performing routes to high-performing routes or areas of higher need.

The study team examined stop-by-stop ridership across the system to evaluate portions of route alignments that could be adjusted to be more direct, making routes faster, reliable, and streamlined to achieve 60-minute frequencies where possible to align with established service design guidelines.

Green Route 4 is recommended to transform from a standard fixed route to an on-demand zone, through the implementation of Link+, to ensure the high transit propensity area is still served. This recommendation is related to performance measures related to route productivity that indicate another service delivery method may be more efficient.

This provides an opportunity for a successful application of a modified service type—on-demand transit service—providing passengers with more flexibility and allowing Link Transit to improve efficiency while still meeting demand.

The following recommendations are cost neutral and do not require additional vehicles to operate the service and can be achieved within Link Transit's current budget.

### Red Route 1

Route alignment would be updated to be more direct and allow service to run every 60 minutes instead of every 90 minutes as it does currently. The route would operate between the downtown Burlington Temporary Passenger Transfer Hub and terminate at the Garden Road Walmart, where riders could transfer to the new Pink Route 7, or Blue Route 3, to access Cone Health Alamance Regional. The new Pink Route 7 will continue to provide the one-seat ride to Cone Health from downtown Burlington.

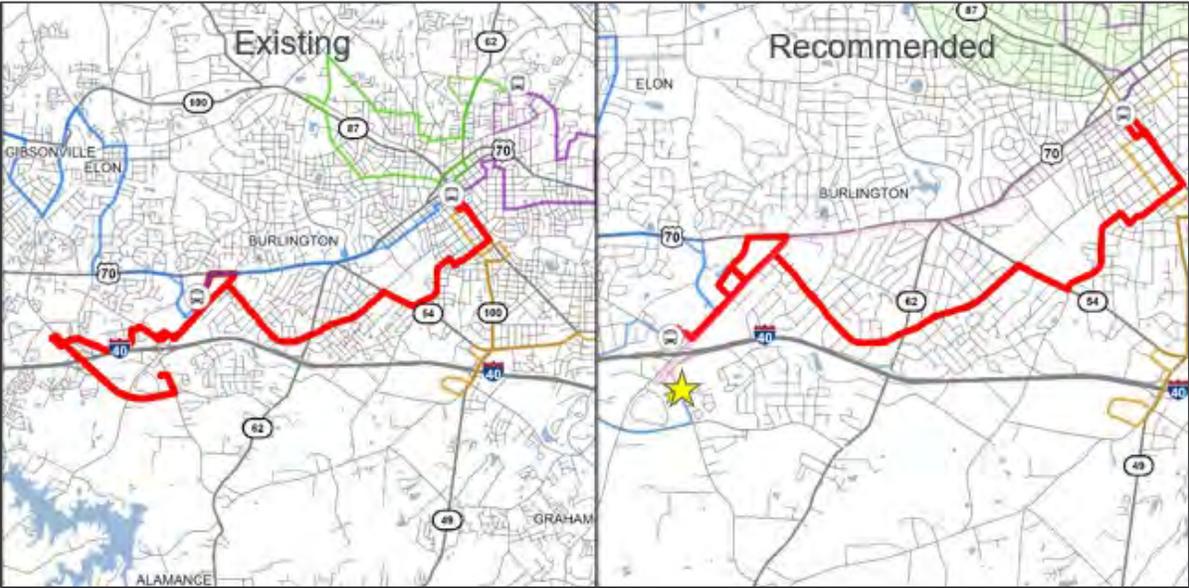


Figure 44: Red Route Adjusted Alignment

### Orange Route 2

Due to funding constraints and the commitment to a cost-neutral plan, Orange Route 2 will operate every 120 minutes, providing connections to the Alamance County Administrative Offices, Alamance Community College, and Mebane. Orange Route 2 operating on a 120-minute schedule will improve on time performance and allow adding service to the Town of Swepsonville, the new Buccee’s, and Amazon Fulfillment Center.

If future funding becomes available to support a future fixed-route connection to downtown Graham, the Orange Route alignment would be adjusted to provide more direct connections to Alamance Community College and Mebane, allowing the route to operate more frequently. A future increase in frequency from 120-minutes to every 60-minutes is a high priority for the Orange Route 2, if additional funding becomes available.

### Blue Route 3

The route would operate between Cone Health Alamance Regional and Gibsonville via Elon with connections to Elon University and the Garden Road Walmart for timed transfers to Red Route 1 and new Pink Route 7 for service to downtown Burlington. The route would operate every 60 minutes instead of 90 minutes.

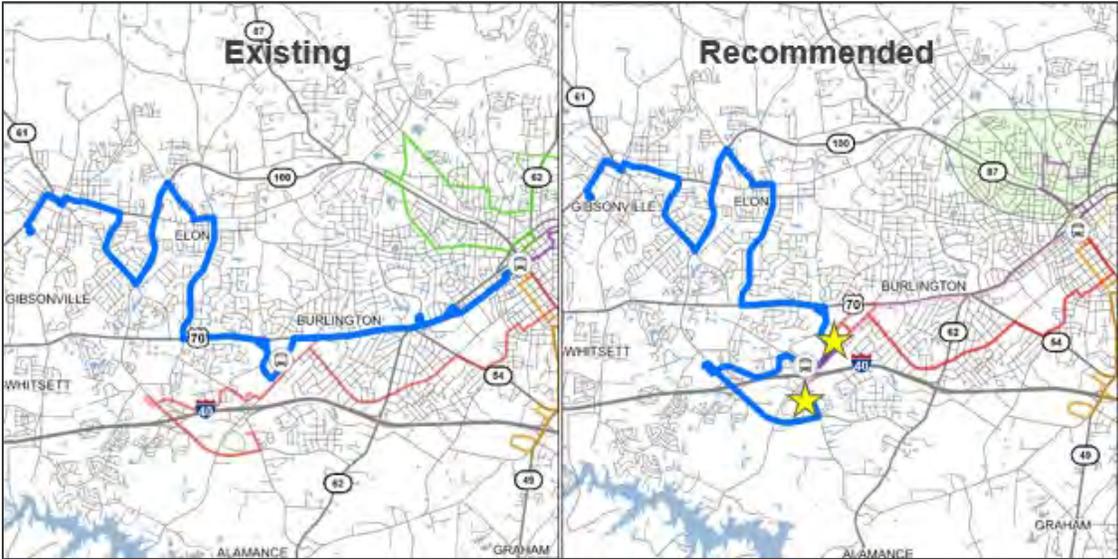


Figure 45: Blue Route Adjusted Alignment

### Green Route 4

Portions of the Green Route 4 will be replaced with an on-demand van service, operated as a 1-year pilot program, called Link+. Passengers will be able to book rides on an as-needed basis using an app or by phone. Link+ will operate in northwest Burlington, where Green Route 4 currently operates. The Purple Route 5 would be adjusted to serve high-demand Green Route stops, like Lakeside Apartments to maintain some level of fixed-route bus service. There is existing capacity in the paratransit service that would allow for Link+ to be provided within the existing operating budget while allowing the service area to be expanded to serve demand north of the current Green Route 4 alignment that does not currently have fixed-route service.

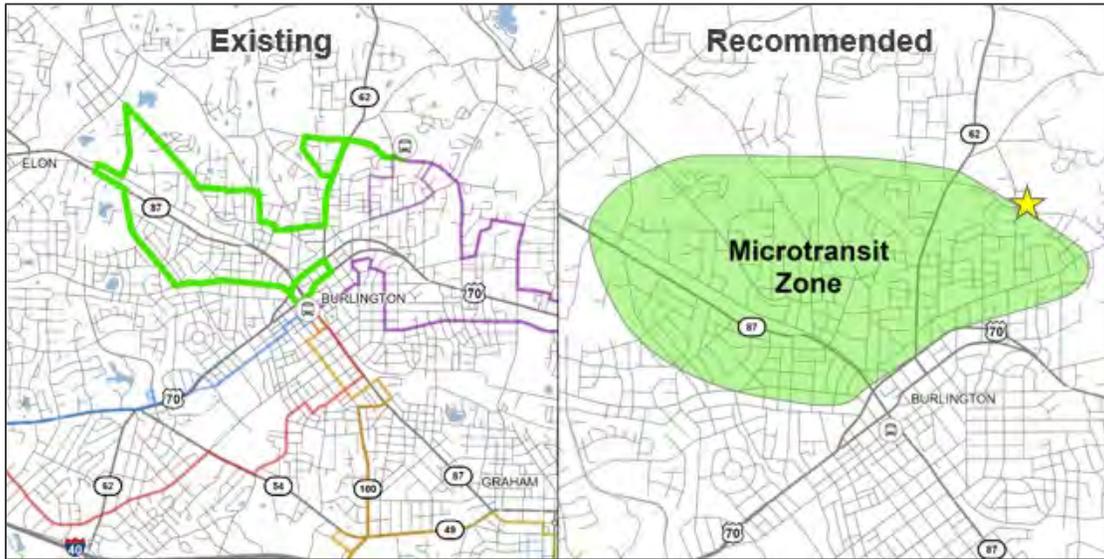


Figure 46: Green Route Adjustment to Microtransit Zone

### Purple Route 5

The route will be adjusted to provide more direct service to the North Park Library, operating between Downtown Burlington and the Mebane Street Walmart, with service to the Lakeside Apartments. This realignment will maintain coverage of portions of the Green Route to be realigned. The route would operate every 60 minutes instead of 90 minutes.

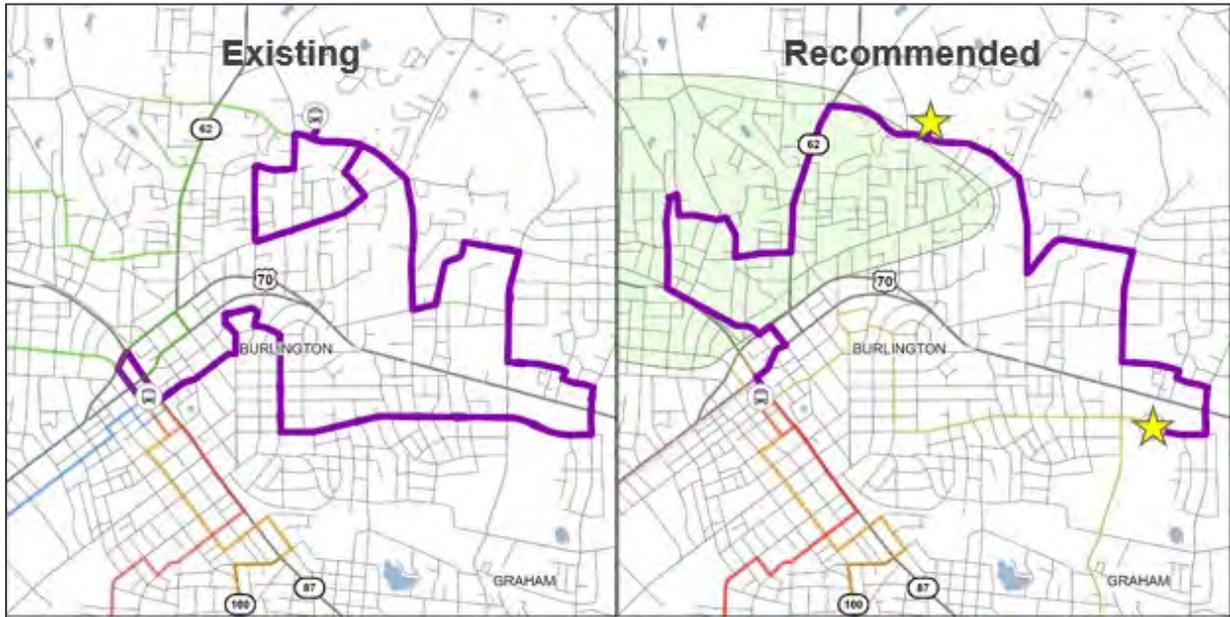


Figure 47: Purple Route Adjustment

### NEW Yellow Route 6

The Yellow Route 6 will operate between Downtown Burlington, the Food Lion on Roxboro Street in Haw River, and the Dollar General in Green Level with connections to Purple Route 5 at the Mebane Street Walmart. The Yellow Route 6 will

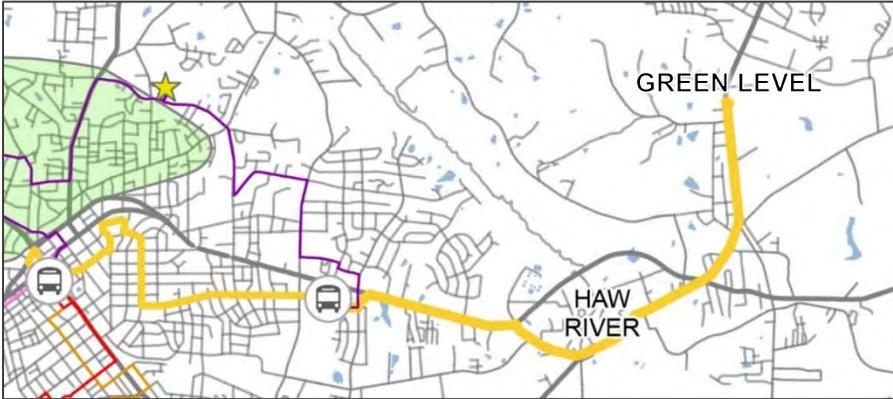


Figure 48: New Yellow Route 6 Alignment

preserve service on portions of Mebane Street previously covered by the Purple Route 5 and operate every 60 minutes. There is an increased cost associated with the implementation of the Yellow Route 6 which will be offset with financial contributions from Haw River and Green Level.

### NEW Pink Route 7

This route will operate between downtown Burlington and Garden Road Walmart via Church Street and Sellers Mill Road, providing a direct connection to Cone Health Alamance Regional from downtown Burlington, and timed connections to Red Route 1 and Blue Route 3.

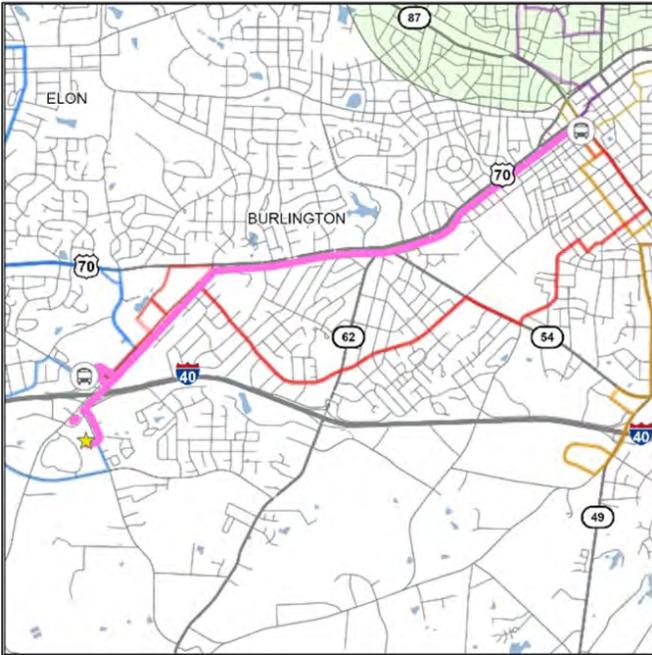


Figure 49: New Pink Route 7 Alignment

This route will replace the alignment currently covered by the Blue Route 3 between Holly Hill Mall and downtown Burlington, preserving the one-seat ride to Cone Health from downtown Burlington, and will operate every 60 minutes.

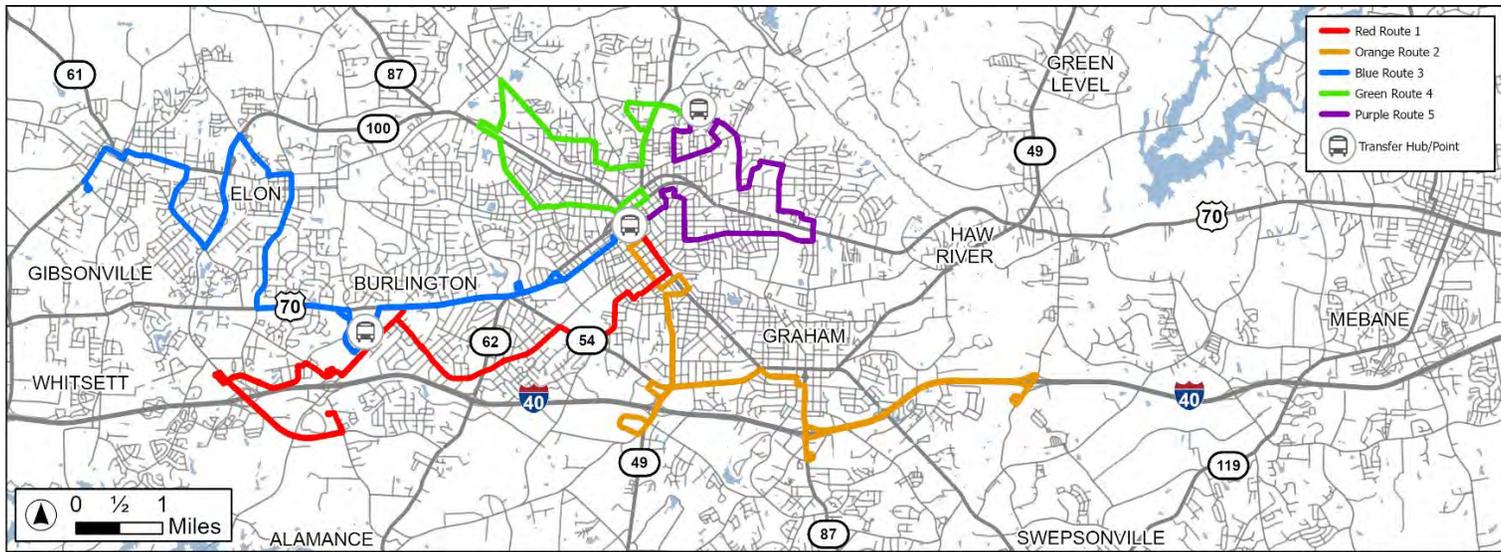


Figure 50: Current Link Transit System

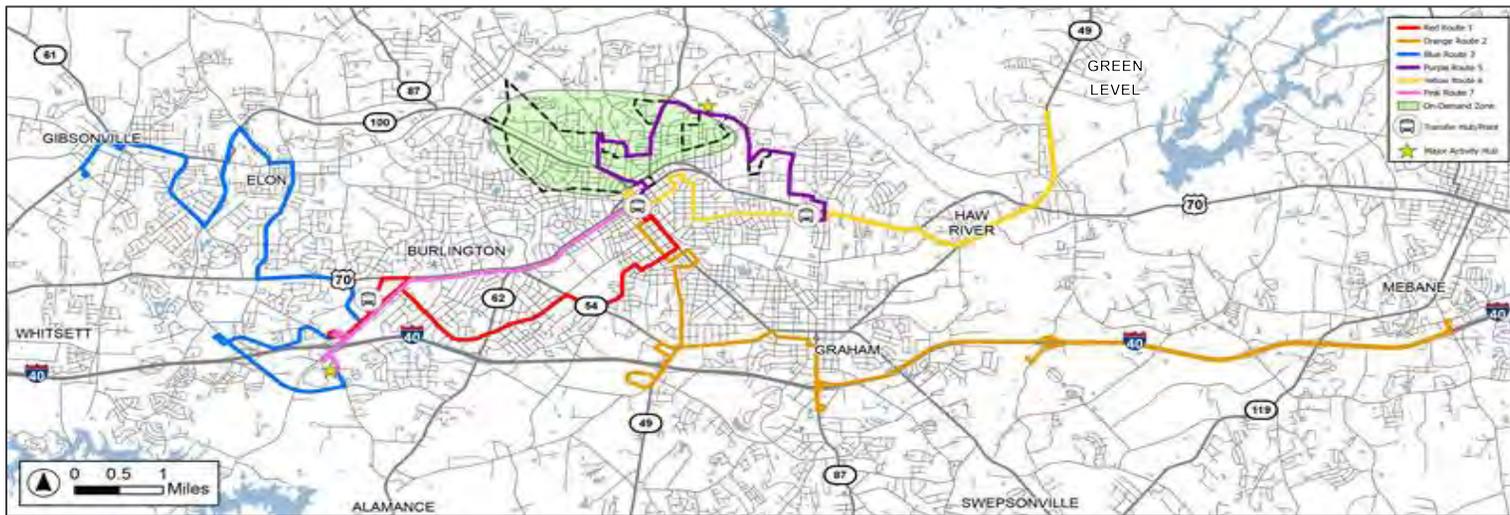


Figure 51: Future Link Transit System with Implementation of TDP

## Vehicle Requirements

Link Transit currently operates five fixed-route vehicles in maximum service with two spare vehicles. With the implementation of these transit service recommendations, the vehicle requirements would remain the same since the Yellow Route 6 and Pink Route 7 would be interlined. With the seven fixed-route vehicles in Link Transit’s current fleet, there would be two spare vehicles available in the proposed system as shown in **Table 19**. FTA requires agencies to maintain a reasonable spare ratio. For agencies operating 50 or more fixed-route buses, this ratio should not exceed 20%.<sup>10</sup>

Fixed-Route Vehicle Requirements	Current System	Proposed System
Vehicles in Maximum Service (VOMS)	5	5
Spare Vehicles	2	2
Spare Ratio	29%	29%
<b>Total Fixed-Route Fleet</b>	<b>7</b>	<b>7</b>

Table 19: Vehicle Requirements for TDP Implementation

## TRANSIT SUPPORTIVE CAPITAL IMPROVEMENTS

A capital improvement program (CIP) identifies capital needs required to carry out operational and transit service functions of a transit agency and for the purposes of this combined Study effort, the City of Burlington CIP was adjusted to include capital needs to support recommendations in the TDP and Facility Feasibility Study and Link Transit’s reasonable expectation of funding for certain transit supportive capital needs.

The City has made progress on many bus shelter installations and has programmed additional improvements year over year in the current 10-Year Capital Improvement Program for the City of Burlington. \$200,000 is currently programmed through 2035 for the installation of new shelters and the replacement of older passenger amenities. The Study team has identified the improvement of two current transfer hubs—at the Mebane Street Walmart location and Garden Road Walmart—and recommends these transfer hubs be prioritized for funding and improvement prior to 2030. The transfer hub designs include pedestrian improvements like signalized crosswalks, sidewalk connections, additional shelters, expanded bus pullout space, and ADA compliant boarding pads.

Several transit supportive capital improvements were identified. Programming exercises were conducted to ensure future sites would be large enough to include desired

<sup>10</sup> Federal Transit Administration. (2025, December 2). *Award Management Requirements Circular (C 5010.1F)*. Retrieved from Federal Transit Administration: <https://www.transit.dot.gov/regulations-and-programs/fta-circulars/award-management-requirements-circular>

customer and staff amenities, support administrative activities, and be located within a certain proximity to the current facilities to minimize disruption to operations.

Potential sites were scored based on operational efficiency, ease of acquisition and constructability, accessibility, and community. Site scores, paired with staff feedback and the results of a Title VI analysis identified a site at 1155 N Church Street as the locally preferred alternative for the construction of a new Operations and Maintenance (O&M) Facility and the City of Burlington-owned Municipal Lot 8 as the locally preferred alternative site for the construction of a new Passenger Transfer Center. **Figure 52** shows the existing and proposed locations of both facilities.



Figure 52: Proposed and Existing Facility Locations

In addition to identifying new sites for a Passenger Transfer Center, the TDP recommendations result in the reconfiguration of route alignments, improving transfer potential for some of Link Transit’s highest demand routes. With this increased transfer activity, two locations are identified for the construction of improved transfer hubs, the Mebane Street Walmart and the Garden Road Walmart. These locations will include enhanced customer amenities, improved waiting environment, and pedestrian safety improvements. Additional information related to the identification of facilities can be found in the Link Transit Facility Feasibility Study Report.

### Temporary Passenger Transfer Hub

Currently, all routes converge in Downtown Burlington at the Temporary Passenger Transfer Hub consisting of two bus shelters, four trash cans, and a bike rack. The two bus shelters are split by a driveway leading to an adjacent parking lot. Additionally, as passengers transfer on the curb with little buffer from active traffic, customers and other pedestrians are put at risk. The new Passenger Transfer Center will include seven bus bays, space for paratransit, and other regional and intercity transit providers, as well as administrative space, customer waiting rooms, public restrooms, and parking for the general public and staff.



Figure 53: Passenger Transfer Center Concept Plan

**Figure 54** shows how the recommended routes converge at the existing Temporary Passenger Transfer Hub whereas **Figure 55** shows how the recommended routes may be routed to connect with the proposed Passenger Transfer Center.



Figure 54: Recommended Routes at Temporary Transfer Hub

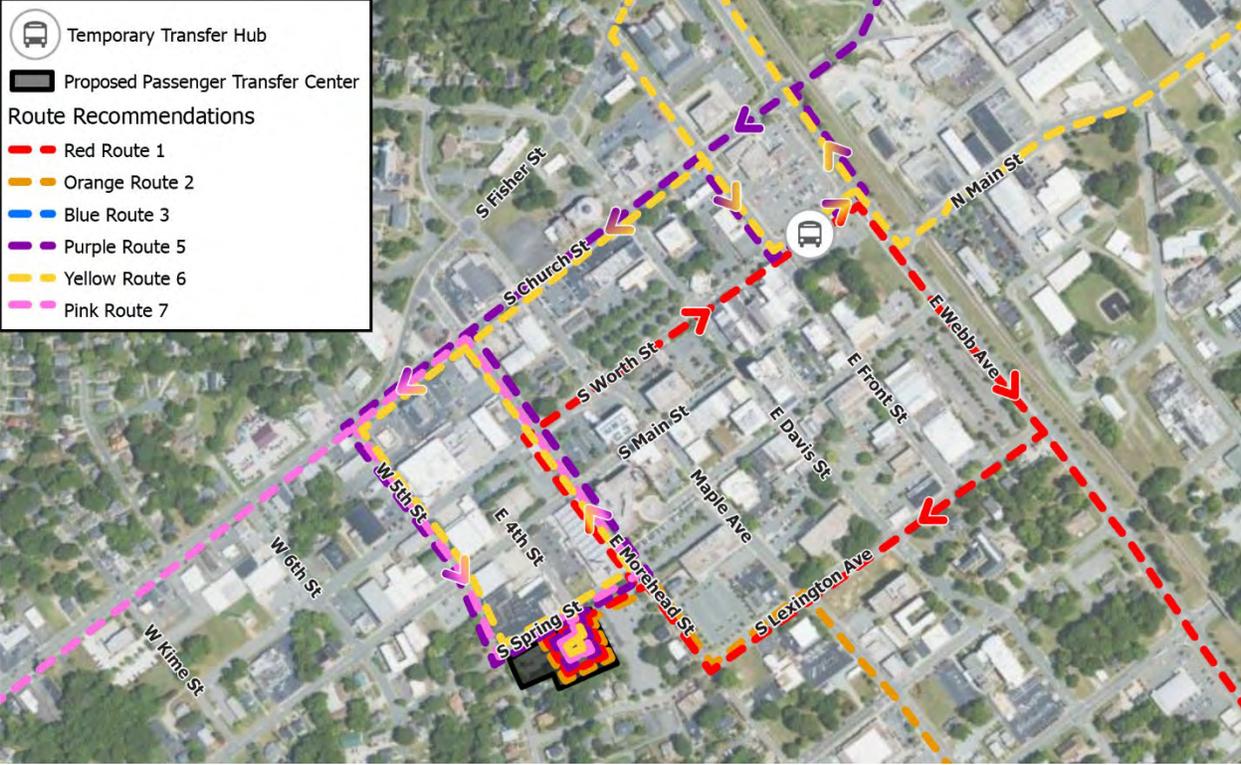


Figure 55: Recommended Routes at Proposed Passenger Transfer Center

### O&M Facility

The current O&M Facility is not large enough to support the desired growth of Link Transit. However, due to the lease of the facility, any facility modifications, renovations, expansions, or adjustments to the facility are not possible without contract amendments.

This new facility will include space for four to five maintenance bays, three bus lifts, electric charging infrastructure, fare collection, a fueling station, and bus washing. Parking for up to 20 transit vehicles and 10 support vehicles, as well as administrative space, operator training room, and breakroom will be available.



Figure 56: Link Transit O&M Facility Site Concept

### Transfer Hub – Garden Road Walmart

The TDP recommends restructuring the Purple Route 5 and implementation of the new Yellow Route 6 with connections between the routes at the Garden Road Walmart. With two 60-minute routes converging at this location, providing service to downtown, Haw River, and Green Level, there is a need to support expanded capacity for additional transit vehicles, as well as improved pedestrian safety considerations, like extended sidewalk connections. The City of Burlington should engage the property owner about bus stop improvements.



Figure 57: Garden Road Walmart Transfer Hub Site Concept

### Transfer Hub – Mebane Street Walmart

The TDP recommends restructuring the Red Route 1, Blue Route 3, and implementation of the new Pink Route 7 with connections between the routes at the Mebane Street Walmart. Three 60-minute routes converging at this location, providing service to Gibsonville, downtown Burlington, and the Alamance Regional Medical Center, there is a need to support expanded capacity for additional transit vehicles, and pedestrian safety considerations.

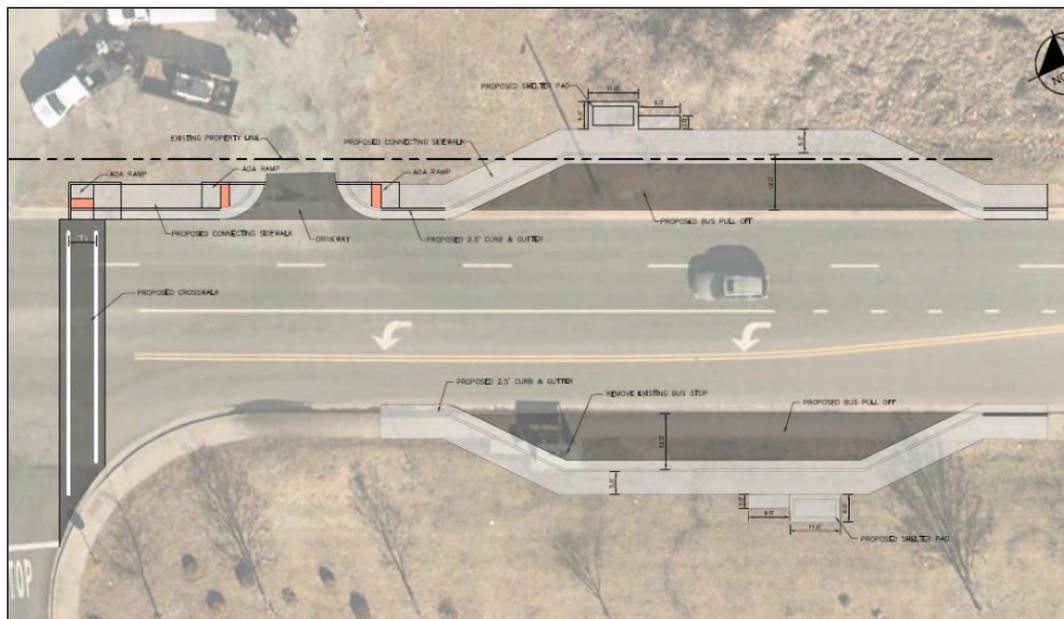


Figure 58: Mebane Street Walmart Transfer Hub Concept

The current Mebane Street stop has a shelter and ADA accessible pad. With the implementation of the Purple Route 5 restructuring and the implementation of Yellow Route 6, bi-directional service creates a need for passenger facilities in both directions. The Mebane Street Walmart Transfer Hub will include increased capacity for additional buses, extended sidewalk connections, and a new pedestrian crossing.

### Fleet Needs

The TDP is cost neutral and does not require fleet expansion. All frequency increases can be achieved within the current peak fleet requirements. However, based on the fleet inventory and the FTA useful life benchmark, while no vehicles are in immediate need of replacement, five medium-to-light-duty transit vehicles owned by the City of Burlington will need to be replaced within the next five years based on mileage, age, and anticipated procurement and vehicle ordering timelines.

Vehicle ID	Vehicle Type	Make/Model	Vehicle Age	Mileage (as of 6/2024)	Passenger Capacity	Owner
<b>Cutaway Bus</b>						
7004	Gasoline	New England Wheels Frontrunner	2	6,884	12	City of Burlington
7005	Gasoline	New England Wheels Frontrunner	2	3,161	13	City of Burlington
7006	Gasoline	New England Wheels Frontrunner	2	6,967	12	City of Burlington
<b>Bus</b>						
8008	Electric battery	KY7M	2	23,319	31	City of Burlington
8009	Electric battery	KY7M	2	21,403	31	City of Burlington
8010	Diesel	LF	1	2,758	28	City of Burlington
8011	Diesel	LF	1	2,744	28	City of Burlington
8012	Diesel	LF	1	2,763	28	City of Burlington
8013	Diesel	LF	1	2,763	28	City of Burlington
8014	Diesel	LF	1	2,760	28	City of Burlington

Table 20: Link Transit Fleet Inventory

## FIXED ROUTE

According to the FTA's useful life benchmark for transit vehicles, none of Link Transit's current vehicle fleet meet their useful life in both age and mileage<sup>11</sup>. According to Link Transit's Fleet Management Plan 2021-2030 (attached in **Appendix C**), a total of five (5) peak vehicles are required to meet current service schedules, with a total of seven (7) vehicles in the fixed route fleet.

With the implementation of service recommendations outlined in the TDP, a total of five peak vehicles and two spares will be required in 2026, with two (2) electric vehicles planned for acquisition in Link Transit's Fleet Management Plan for that year. This purchase will increase the total fixed route fleet to nine (9) vehicles and reduce Link Transit's current spare ratio from 40% to 29%. An additional three (3) electric peak vehicles are identified for 2028, increasing the overall fleet to 12, and further reducing the spare ratio to 20%. Total fixed route fleet will remain at 12 vehicles through the end of the TDP planning horizon unless additional operating revenues are identified to further improve service frequencies. This planned procurement will split the total fixed route fleet with five (5) electric and seven (7) diesel buses, supporting Link Transit's long-term goal of partial electric fleet conversion, and maintaining a 20% spare ratio.

No vehicle disposals and replacements are planned within the five-year planning horizon of the TDP.

Fixed Route Bus Type	Model Year	2025	2026	2027	2028	2029	2030
BYD Gillig Low Floor Electric Bus Expansion 1 Electric Bus Expansion 2	2022	2	2	2	2	2	2
	2024	5	5	5	5	5	5
	2026		2	2	2	2	2
	2028				3	3	3
	Total	7	9	9	9	12	12

Table 21: Fixed Route Fleet Procurement Plan by Vehicle Age

<sup>11</sup> Federal Transit Administration. (2021, October 25). *Default Useful Life Benchmark (ULB) Cheat Sheet*. Retrieved from Federal Transit Administration: <https://www.transit.dot.gov/sites/fta.dot.gov/files/2021-11/TAM-ULB-CheatSheet.pdf>

The TDP is a cost-neutral plan with a goal being to increase fixed route frequency to every 60-minutes where possible. However, funds are not currently available to increase all route frequencies and additional priority improvements were identified through the TDP process that were not included in the service recommendation implementation plan due to a lack of available funds:

- Orange Route 2 currently operates at a 90-minute frequency. Due to the route length and major destinations served, to increase service frequency will require an additional peak-hour bus and additional revenue hours. Reaching additional destinations like the Amazon and Walmart distribution centers would also require additional peak vehicles and revenue hours in order to maintain current or increased frequencies.
- Service gaps were identified north of downtown Graham, as well as interest expressed in Link Transit service additional destinations within Graham. This service expansion is not possible within the current fleet and revenue hours.

If additional operating revenues are identified, frequencies may be increased, peak fleet needs will be met, and Link Transit may operate above a 20% spare ratio according to FTA guidelines, since Link Transit does not operate a fleet of more than 50 fixed route buses. However, if a spare ratio of at least 20% is to be maintained and peak vehicles needs increase, additional fixed route vehicles would be required.

## PARATRANSIT

The paratransit fleet will also undergo replacement to remain able to provide federally required ADA service within  $\frac{3}{4}$  mile of the fixed route system. In the Link Transit Fleet Management Plan, the paratransit fleet will be increased to five (5) vehicles in 2025. This will support the recommendation of the Green Route 4 be converted to an on demand microtransit service, branded Link+, and operated using Link Transit paratransit vehicles. This recommendation is based on existing capacity within the paratransit system and Link+ not requiring additional vehicles or paratransit revenue hours.

In coordination with the fixed route fleet replacement schedule, three (3) cutaway paratransit vehicles were retired and replaced in 2024. Within the planning horizon of the five-year TDP, three (3) more cutaway paratransit vehicles are planned to be retired and replaced in 2027 and another paratransit vehicle replaced in 2030. The paratransit spare ratio will drop from 100% (2025) to 33% in 2026 and Link Transit will maintain that paratransit spare ratio through the planning horizon for this planning effort.

Paratransit Vehicle Type	Model Year	2025	2026	2027	2028	2029	2030
New England Wheels Front Runner Ram Promaster New England Wheels Front Runner New England Wheels Front Runner	2024	3	3	3	3		
	2025	2	2	2	2	2	
	2027					3	3
	2030						2
	Total	5	5	5	5	5	5

Table 22: Paratransit Fleet Procurement Plan by Vehicle Age

All vehicle purchases are anticipated to be made using an 80% federal, 10% City, and 10% State, funding split.

## Implementation

In May 2025, the Burlington City Council approved the service recommendations in the TDP. As this is a cost-neutral, short-term plan, the implementation of the service changes relies on the truncation of routes, the redistribution of resources from fixed route to on demand, and financial contributions from neighboring municipalities. The service changes require joint implementation to remain cost neutral. **Table 23** through **Table 27** illustrate the current revenue hours and costs associated with each route, and the estimated change in the required revenue hours to operate the routes with recommended adjustments to service.

Link Transit will continue to engage with the stakeholders, operators, riders, and the general public throughout the implementation phase to ensure ample notice, general information, and education is provided well in advance of all service changes so that bus stop changes, route timing adjustments, and route transfer and trip booking requirements are understood. Service recommendations are targeted to be implemented in October of 2026. A schedule for implementation activities is included below:

- **January 2026**- Development of operational materials related to planned service changes (timetables, turn by turns, final route maps, bus stop change and additions list, etc.)
- **February 2026** – Development of public engagement materials related to planned service changes
- **March-April 2026** – Public engagement and education surrounding planned service changes (to include travel training activities for the microtransit service to be branded Link+)
- **May-August 2026** – Procurement of software as a service provider to implement a scheduling and booking platform for the proposed pilot microtransit service to be branded Link+
- **July-September 2026**—Operator training on new route alignments and Link+ Pilot testing
- **October 2026** – Implementation of all service changes (including the Link+ microtransit pilot)

Current Revenue Hour Requirements by Route					
Route	Round-Trip Route Length	Required Vehicles	Cycle Time	Span	
				Start	End
<b>Red Route 1</b>	21.0	1	90	6:30 AM	9:30 PM
<b>Orange Route 2</b>	32.6	1	90	6:30 AM	9:30 PM
<b>Blue Route 3</b>	26.3	1	90	5:45 AM	9:30 PM
<b>Green Route 4</b>	18.4	1	90	5:30 AM	9:30 PM
<b>Purple Route 5</b>	15.0	1	90	5:30 AM	9:30 PM

Table 23: Current Vehicle Needs

Current Daily Hour Requirements			
Service Level	Vehicles	Daily Hours	Annual Hours
Weekday	5	78	19,826
Saturday	5	45	2,340
Sunday	NO SERVICE		
<b>TOTAL</b>	<b>5</b>	<b>123</b>	<b>22,166</b>

Table 24: Current Daily Revenue Hour Totals

Future Revenue Hour Requirement By Route					
Route	Route Length	Required Vehicles	Cycle Time	Start	End
<b>Red Route 1</b>	13.3	1	60	6:30 AM	9:30 PM
<b>Orange Route 2</b>	31.3	1	120	6:30 AM	9:30 PM
<b>Blue Route 3</b>	16.0	1	60	5:45 AM	9:30 PM
<b>Green Route 4</b>	<i>On Demand Service Operated by Link Transit Vehicles</i>				
<b>Purple Route 5</b>	13.6	1	60	5:30 AM	9:30 PM
<b>Yellow Route 6</b>	15.2	1	60	6:30 AM	9:30 PM
<b>Pink Route 7</b>	10.9	1	60	6:30 AM	9:30 PM

Table 25: Future Vehicle Needs

Future Daily Hour Requirements			
Service Level	Vehicles	Daily Hours	Annual Hours
Weekday	6	92	23,396
Saturday	6	54	2,808
Sunday	NO SERVICE		
<b>TOTAL</b>	<b>*6</b>	<b>146</b>	<b>**26,204</b>

Table 26: Future Daily Revenue Hour Totals

\*The total required fixed-route vehicles would be five with two spare vehicles as Yellow Route 6 and Pink Route 7 would be interlined.

\*\*The total revenue hours calculated after the implementation is higher than current revenue hour needs; however, the cost increase due to the implementation of service extension for the Yellow Route 6 will be offset by the financial contribution by the Towns of Haw River and Green Level.

The cost was calculated based on Link Transit’s operating cost per hour and the number of revenue hours required to operate the service. Based on Link Transit’s most recently reported NTD 2023 operating cost per revenue hour of \$94.89, an estimated cost per hour of \$102.18 was calculated assuming a 2026 TDP implementation. A 2.5% annual escalation rate was assumed to account for general inflation and annual cost increases. This rate was used to calculate the future cost of service and the estimated cost per hour was used compare cost of current service levels with the future implemented service changes identified in the TDP. A detailed service cost calculation can be found in **Appendix D**.

Cost of TDP Service Implementation								
Service Level	Existing				Future			
	Vehicles	Daily Hours	Annual Hours	Cost	Vehicles	Daily Hours	Annual Hours	Cost
Weekday	5	78	19,826	\$2,025,968	6	92	23,396	\$2,390,773
Saturday	5	45	2,340	\$239,116	6	54	2,808	\$286,939
Sunday	NO SERVICE							
<b>TOTAL</b>	<b>5</b>		<b>22,166</b>	<b>\$2,265,084</b>	<b>6</b>		<b>26,204</b>	<b>\$2,677,712</b>

Table 27: Estimated Cost of TDP Service Implementation in 2026 Dollars

\*The total revenue hours calculated after the implementation is higher than current revenue hour needs; however, the cost increase due to the implementation of service extension for the Yellow Route 6 will be offset by the financial contribution by the Towns of Haw River and Green Level.

## Financial Recommendations

As stated in the organizational overview and the review of basic financial information, the City of Burlington receives funding for Link Transit through federal reimbursement and the North Carolina Department of Transportation's (NCDOT) State Maintenance Assistance Program (SMAP), as well as through interlocal agreements with the Town of Gibsonville, Town of Elon, City of Mebane, Town of Haw River, Town of Green Level (to be received in FY26), and contributions from Alamance County and Alamance Community College.

Operating Revenues	Budget	Actual
Alamance County Contribution	\$25,000	-
Green Level Contribution	\$1,500	-
Haw River Contribution	\$1,500	-
Mebane Contribution	\$15,00	-
Alamance Community College Contribution	\$25,000	\$25,000
Transit Vehicle Tax	\$203,975	\$237,455
Federal Reimbursement	\$2,444,247	\$3,500,904
Gibsonville Reimbursement	\$35,000	\$35,103
State SMAP Funds	\$159,705	\$161,832
<b>Total Operating Revenues</b>	<b>\$2,910,927</b>	<b>\$3,960,294</b>

Table 28: Local Funding Breakdown for Link Transit

Based on FY23 FTA NTD data, the breakdown of operating fund sources for Link Transit is shown below in **Figure 59**.

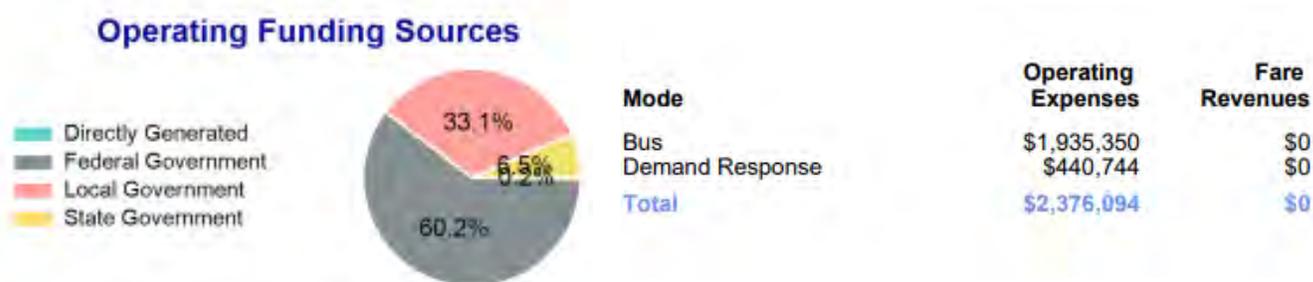


Figure 59: Breakdown of Link Transit FY23 Operating Funding Sources and Costs

The current federal share of operating service is higher, and local/state share of operating expenses generally lower than regional peers like High Point Transit, shown in **Figure 60**.

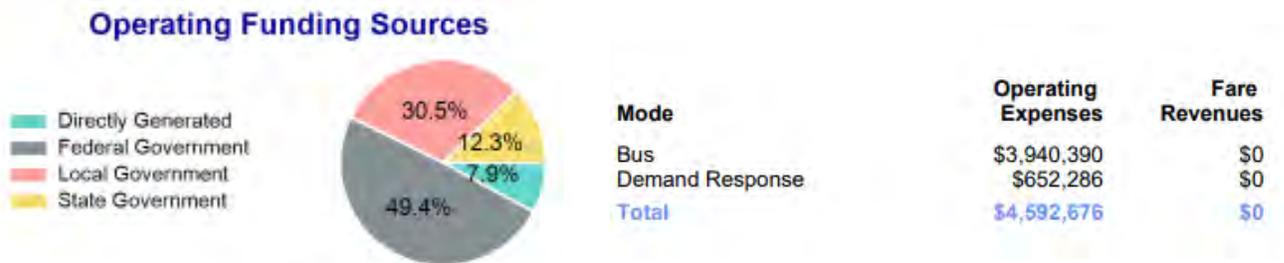


Figure 60: Breakdown of High Point Transit FY23 Operating Funding Sources and Costs

High Point Transit is also able to leverage a higher local contribution to service operation and slightly higher state revenue sources.

### POTENTIAL PARTNERSHIPS

Link Transit should work to leverage additional local contributions from neighboring communities that receive service, major employers, as well as Alamance County and the City of Burlington to reach more comparable levels of local contribution to service operation. This will assist in the continued growth of the Link Transit system and continued service improvements that align with the City of Burlington’s goals and priorities. Standard practice is to request that municipalities cover the annual local share of the incremental cost due to additional operating hours unless another method is agreed to.

### FIVE-YEAR FINANCIAL PLAN

A five-year financial plan was developed for Link Transit, included in **Appendix E** and summarized in **Table 29**, that estimates the revenues and expenses from FY27 through FY31, models the costs of the TDP implementation and capital improvement program, and projects service metrics for fixed-route and paratransit services. The plan was intentionally designed to use the same categories and structure of the Link Transit budget. To model the future fixed-route and paratransit service contracts, a 2.5% annual inflation rate was applied.

Local contributions to the system were assumed to remain the same during the five-year period. Fare revenue and transit vehicle tax revenues were estimated to increase by an annual inflation rate of 2.5%. NCDOT SMAP and FTA 5307 funds were assumed to remain the same. Additional funds would be needed in FY27 through FY31 to fully fund the capital improvement program and could come from discretionary grants. The budget model shows these additional funds needed on the discretionary grant revenue line to present a balanced budget.

The estimated costs for a fixed-route bus were based on data from the 2025 APTA vehicle database that lists a BYD K7M-ER vehicle for \$850,000. For paratransit vehicles, a cost of \$100,000 was used based on the NCDOT Integrated Mobility Division order form for a Ford Transit vehicle. For support vehicles, a \$40,000 unit cost was used based on the current NC Department of Administration Statewide Term Contract 2510A.

An allowance of \$200,000 was assumed for Garden Road Walmart Transfer Hub and Mebane Street Walmart Transfer Hub. The two hubs were programmed to be constructed in FY29. Vehicles were programmed based on the current the Link Transit Fleet Management Plan with three fixed-route vehicles in FY27 and two in FY28, three paratransit vehicles in FY29 and three in FY30, as well as two support vehicles in FY27. Costs were adjusted in future years, assuming an annual inflation rate of 2.5%. The Link Transit CIP includes \$100,000 annual allowances for sidewalks and passenger amenities as well as \$25,000 annually for miscellaneous capital needs.

Increases in paratransit service hours and miles were estimated by increasing the three-year observed average for hours and miles by the proportional increase in ADA paratransit service area, plus the proposed Link+ microtransit zone area. Ridership was projected linearly based on unlinked passenger trips for both fixed-route and paratransit modes from most recent available NTD (2022-2024) data. Annual service metrics for the five-year horizon are included in **Table 30**. The historical service metrics from NTD are provided in **Appendix E**.

Revenues	FY27	FY28	FY29	FY30	FY31
Local	\$1,386,000	\$1,396,000	\$1,426,000	\$1,436,000	\$1,446,000
State	\$198,000	\$198,000	\$198,000	\$198,000	\$198,000
Federal	\$2,380,000	\$2,380,000	\$2,380,000	\$2,380,000	\$2,380,000
Other	\$2,735,000	\$1,901,000	\$901,000	\$531,000	\$291,000
<b>Revenue Total</b>	<b>\$6,699,000</b>	<b>\$5,875,000</b>	<b>\$4,905,000</b>	<b>\$4,545,000</b>	<b>\$4,315,000</b>
Expenses	FY27	FY28	FY29	FY30	FY31
Personnel	\$700,000	\$720,000	\$740,000	\$750,000	\$770,000
Fixed-Route Contract	\$2,590,000	\$2,650,000	\$2,720,000	\$2,780,000	\$2,850,000
Paratransit Contract	\$430,000	\$440,000	\$450,000	\$460,000	a\$470,000
Capital	\$2,979,000	\$2,065,000	\$995,000	\$555,000	\$225,000
<b>Expense Total</b>	<b>\$6,699,000</b>	<b>\$5,875,000</b>	<b>\$4,905,000</b>	<b>\$4,545,000</b>	<b>\$4,315,000</b>
<b>Net Budget</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Table 29: Summary of Five-Year Financial Plan

Fixed-Route	FY27	FY28	FY29	FY30	FY31
Operating Cost per hour	\$103.62	\$106.21	\$108.86	\$111.58	\$114.37
Trips	218,000	244,000	270,000	296,000	322,000
Service Hours	27,000	27,000	27,000	27,000	27,000
Service Miles	371,000	371,000	371,000	371,000	371,000
Revenue Vehicles	12	12	12	12	12
Paratransit	FY27	FY28	FY29	FY30	FY31
Operating Cost per hour	\$101.56	\$104.10	\$106.70	\$109.37	\$112.10
Trips	11,000	13,000	14,000	15,000	17,000
Service Hours	4,800	4,800	4,800	4,800	4,800
Service Miles	60,000	60,000	60,000	60,000	60,000
Revenue Vehicles	5	5	5	5	5

Table 30: Projected Annual Service Metrics

## Local Contributions

Local contributions form a foundational part of Link Transit’s funding structure and demonstrate the shared responsibility among partner jurisdictions to sustain and expand mobility options across the Burlington–Graham Urbanized Area. The City of Burlington provides the largest local share through its general fund and a dedicated \$10 vehicle registration fee, which was increased by \$5 in 2024 to support rising system needs. Additional contributions come from the City of Mebane, Towns of Elon and Gibsonville, Alamance County, and Alamance Community College through interlocal agreements that require each jurisdiction to fund the local share of the routes and infrastructure serving their communities. These agreements ensure that the cost of transit service is equitably aligned with the benefits received in each locality.

Local contributions are especially important because they leverage state and federal dollars that require matching funds. These investments directly support operations, bus stop amenities, and system expansion such as extension of Route 2 into Mebane and service enhancements in Elon. Although the City of Graham currently does not contribute financially, it still receives limited service through stops funded by Alamance County. Overall, the local match structure reinforces regional collaboration and equitable cost-sharing while supporting a sustainable transit network.

## SMAP

The State Maintenance Assistance Program (SMAP) provides North Carolina transit systems, particularly small urban systems like Link Transit, with flexible operating support to keep services reliable and financially stable. SMAP funding is allocated annually by NCDOT using a four-tiered formula: equal share, local revenues and assistance, net cost per unlinked passenger trip, and passenger trips per revenue hour.

For Link Transit, SMAP typically covers about 5% of total operating revenue and is critical to offsetting the cost of daily service delivery, preventative maintenance, and ADA complementary paratransit operations.

Because SMAP funds are designed to reduce administrative burden and support ongoing system needs, they serve as an essential stabilizer in years with fluctuating ridership, fuel costs, or operating expenses. Although SMAP was suspended statewide in FY2022 due to state budget actions, it has since resumed and continues to be an important part of Link Transit's balanced funding strategy. SMAP's flexibility enables the system to maintain consistent service levels, support equitable access for priority populations, and reduce reliance on local tax increases.

### *Federal Reimbursement*

Federal reimbursement through FTA Sections 5307 Urbanized Area Formula Grants and 5339 Bus and Bus Facilities is Link Transit's largest revenue source, contributing roughly 70% of total operating and capital funding. As the designated recipient for federal transit funds in the Burlington–Graham Urbanized Area, the City of Burlington claims these funds directly, with allocations determined through a Memorandum of Understanding facilitated by the BGMPO.

Federal reimbursement allows Link Transit to cover substantial portions of operating costs, preventative maintenance, transit planning, and capital purchases such as new diesel and battery-electric buses. These funds also support technology upgrades, fleet replacement, zero-emission vehicle testing, and long-term facility planning—including work toward a future operations and maintenance facility. Federal sources operate on a reimbursement basis, meaning Link Transit incurs costs first and then draws down federal funds, reinforcing the importance of strong financial management and reliable local matching support.

### *Discretionary Grants*

Discretionary grants such as the FTA Section 5339(b) Buses and Bus Facilities, FTA Section 5339(c) Low or No Emissions, and NCDOT discretionary grants play a growing and strategic role in Link Transit's ability to pursue system improvements, facility development, zero-emission fleet transitions, and regional mobility initiatives. These competitive grants are particularly important for implementing capital projects.

Link Transit's grant applications include bus stop accessibility improvements, new paratransit scheduling software, battery-electric paratransit vehicles, and federal support for future transit facility construction.

Because discretionary programs reward readiness, strong planning, and demonstrated community impact, Link Transit's TDP and Facility Study position the system well for future awards. These grants often require varying levels of local match and can significantly expand the scope of what the system can achieve from modernizing bus stops and shelters to improving multimodal integration and customer experience.



# Appendix A: Title VI Program



# Title VI Program Update FY 2023-2025



## **RECIPIENT INFORMATION**

**RECIPIENT:** City of Burlington on behalf of Link Transit (Link Transit)

**SUBMITTAL DATE:** September 26, 2022

**PROGRAM UPDATE:** October 1, 2022, for the incorporation of Federal Transit Administration policy and Governing Board adoption on a minimum three-year period.

**EXPIRATION YEAR:** 2025

**CONTACT INFORMATION:** John C. Andoh, III Interim Transit Manager  
234 East Summit Avenue, Burlington, NC  
27215  
Phone: 336.222.7351  
Fax: 336.222.5004  
[jandoh@burlingtonnc.gov](mailto:jandoh@burlingtonnc.gov)

# TABLE OF CONTENTS

PROVISION OF TITLE VI ASSURANCES.....	1
I. TITLE VI COMPLIANCE HISTORY .....	1
II. INCORPORATION OF THE PROGRAM .....	1
GENERAL GUIDELINES/REQUIREMENTS.....	4
I. Annual Certification and Assurance .....	4
II. Complaint Procedures .....	4
III. Record Title VI Activities.....	4
IV. Access for LEP Persons.....	4
V. Public Notification.....	4
VI. Additional Information.....	5
VII. Timely Submission .....	5
VIII. Environmental Analysis of Construction Projects .....	5
IX. Public Participation .....	6
X. Public Hearing Process for Service and Fare Changes.....	7
XI. Plan Monitoring and Evaluation .....	9
XII. Monitoring Subrecipients .....	10
XIII. Minority Representation on Planning and Advisory Bodies .....	10
XIV. Title VI Equity Analysis.....	10
XV. Service Standards .....	10
XVI. Service Policies.....	11
APPENDIX A : TITLE VI COMPLAINT PROCEDURES.....	13
APPENDIX B: LIST OF INVESTIGATIONS, LAWSUITS AND COMPLAINTS .....	18
APPENDIX C: Service Changes and Outreach Summary .....	19
APPENDIX D: Limited English Proficiency (LEP) Plan.....	21

**CITY OF BURLINGTON/LINK TRANSIT  
ADOPTION OF UPDATED TITLE VI PROGRAM**

**WHEREAS**, The City of Burlington on behalf of Link Transit (Link Transit) hereby certifies that, as a condition of receiving Federal financial assistance under the Urban Mass Transportation Act of 1964, as amended, it will ensure that:

- a. Link Transit shall submit on an annual basis, its Title VI Assurance, as part of its annual Certifications and Assurances submission to the Federal Transit Administration (FTA).
- b. No person, on the basis of race, color, or national origin, will be subjected to discrimination in the level and quality of transportation services and transit-related benefits.
- c. Link Transit will compile, maintain, and submit in a timely manner, Title VI information required by FTA Circular 4702.1B and in compliance with the Department of Transportation's Title VI Regulation, 49 CFR, Part 21.7, and as amended.
- d. Link Transit will make it known to the public that those persons or persons alleging discrimination on the basis of race, color, or national origin as it relates to the provision of transportation services and transit-related benefits may file a complaint with the Federal Transit Administration and/or the U.S. Department of Transportation (USDOT); and

**WHEREAS**, Link Transit will update and amend the Title VI Policy and applicable Program as needed to incorporate required FTA and USDOT policies to adhere to the compliances expected for maintaining an FTA approved program policy; and

**WHEREAS**, the City Council of the City of Burlington recognize the action taken to update the Link Transit Title VI Program is to incorporate the FTA program policies regarding operational service and fare equity analysis requirements for the public transportation services provided to the general public.

**NOW THEREFORE BE IT RESOLVED**, the City Council of the City of Burlington hereby adopt the Link Transit Title VI Program to incorporate the provisions established by the Federal Transit Administration.

**BE IT FURTHER RESOLVED**, the City Council of the City of Burlington authorizes the Link Transit Manager to sign the amended Title VI Program.

.....

A motion was made by Councilmember Bob Ward and seconded by Councilmember Ronnie Wall for adoption of the above resolution, and upon being put to a vote was duly adopted on this 6 th day of December, 2022.

.....

I, Beverly Smith, City Clerk for the City of Burlington do hereby certify that the above is a true and correct copy of an excerpt for the minutes of a meeting of the City of Burlington on behalf of Link Transit duly held on the 6 th day of December r, 2022.

Approved:

James R. Butler  
James Butler  
Mayor

Attest:

Beverly D. Smith  
Beverly Smith  
City Clerk

Seal:



## **PROVISION OF TITLE VI ASSURANCES**

The City of Burlington on behalf of Link Transit (Link Transit) hereby certifies that, in accordance with 49 CFR Section 21.7(a), it will ensure that:

1. Link Transit shall submit, on an annual basis, its Title VI Assurances, as part of its annual Certification and Assurances submission to the Federal Transit Administration (FTA)
2. No person, on the basis of race, color, or national origin, will be subjected to discrimination in the level and quality of transportation services and transit-related benefits
3. Link Transit will compile, maintain, and submit in a timely manner, Title VI information required by FTA Circular 4702.1B
4. Link Transit will make it known to the public that persons alleging discrimination on the basis of race, color, or national origin as it relates to the provision of transportation services and transit-related benefits may file a complaint with the FTA and/or the U.S. Department of Transportation (USDOT).

### **I. TITLE VI COMPLIANCE HISTORY**

1. There are no outstanding lawsuits or complaints naming Link Transit which allege discrimination on the basis of race, color or national origin with respect to service or other transit benefits.
2. During the course of the last three (3) years, there have not been any civil rights compliance review activities conducted with respect to Link Transit and, to the best of our knowledge, there are not presently any ongoing civil rights compliance review activities being conducted with respect to Link Transit.
3. There are currently no pending construction projects which would negatively impact minority communities being performed by Link Transit.

### **II. INCORPORATION OF THE PROGRAM**

The City of Burlington on behalf of Link Transit (hereinafter referred to as “Link Transit” or “Recipient”) hereby agrees that, as a condition to receiving any Federal financial assistance from the Department of Transportation, it will comply with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 U.S.C. 2000d-42 U.S.C. 2000d-4 (hereinafter referred to as the “Act”), and all requirements imposed by or pursuant to Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally Assisted Programs of the Department of Transportation - Effectuation of Title VI of the Civil Rights Act of 1964 (hereinafter referred to as the “Regulations”), and other pertinent directives. No person in the United States shall, on the grounds of race, color or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which Link Transit receives Federal financial assistance from the Department of Transportation, including the Federal Transit Administration, and HEREBY GIVES ASSURANCE THAT it will promptly take any measures necessary to effectuate this agreement. This assurance is required by subsection 21.7(a) of the Regulations.

More specifically, and without limiting the above general assurance, Link Transit hereby gives the following specific assurances with respect to its Federal Transit Administration program:

1. That Link Transit agrees that each “program” and each “facility”, as defined in subsections 21.23(e) and 21.23(b) of the Regulations will be (with regard to a “program”) conducted or will be (with regard to a “facility”) operated, in compliance with all requirements imposed by, or

pursuant to, the Regulations.

2. That Link Transit shall insert the following notification in solicitations for sealed bids and request for proposals for large procurements related to work or material subject to the Regulations and made in connection with all Federal Transit Administration programs and, in adapted form in all proposals or negotiated agreements:

***The City of Burlington on behalf of Link Transit, in accordance with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 U.S.C. 2000d to 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-Assisted Programs of the Department of Transportation issued pursuant to such Act, hereby notifies all bidders/proposers that it will affirmatively insure that in any contract entered into pursuant to this advertisement, minority business enterprises will be afforded full opportunity to submit bids in response to the invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.***

3. That Link Transit shall insert the applicable clauses as per the most recent version of the FTA's Best Practices Procurement Manual in every contract subject to this Act and the Regulations.
4. That Link Transit shall include the appropriate clauses as per the most recent version of the FTA's Best Practices Procurement Manual as a covenant running with the land, in any deed from the United States affecting a transfer of real property, structures, or improvements thereon, or interest herein.
5. That where Link Transit receives Federal financial assistance to construct a facility, or part of a facility, the assurance shall extend to the entire facility and facilities operated in connection therewith.
6. That where Link Transit receives Federal financial assistance in the form, or for the acquisition of real property or an interest in real property, the assurance shall extend to rights to space on, over or under such property.
7. That Link Transit shall include the appropriate clauses as per the most recent version of the FTA's Best Practices Procurement Manual as a covenant running with the land, in any future deeds, leases, permits, licenses, and similar agreements entered into by Link Transit with other parties: (a) for the subsequent transfer of real property acquired or improved under Federal Transit Administration programs; and (b) for the construction or use of, or access to, space on, over, or under real property acquired, or improved under Federal Transit Administration programs.
8. That this assurance obligates Link Transit for the period during which Federal financial assistance is extended to the program, except where the Federal financial assistance is to provide, or is in the form of personal property or real property or interest therein or structures or improvements thereon, in which case the assurance obligates Link Transit or any transferee for the longer of the following periods: (a) the period during which the property is used for a purpose for which the Federal financial assistance is extended, or for another purpose involving the provision of similar services or benefits; or (b) the period during which Link Transit retains ownership or possession of the property.
9. Link Transit shall provide for such methods of administration for the programs as are found by the Secretary of Transportation or the official to whom he/she delegates specific authority

to give reasonable guarantee that it, other interest, and other participants of Federal financial assistance under such program will comply with all requirements imposed or pursuant to the Act, the Regulations and this assurance.

10. Link Transit agrees that the United States has a right to seek judicial enforcement with regard to any matter arising under the Act, the Regulations, and this assurance.
11. Link Transit assures that the level and quality of transit service and related benefits are provided in a manner consistent with the Title VI of the Civil Rights Act of 1964.
12. Link Transit assures that the public will be given notice and engaged in a public hearing for service and fare adjustments in accordance with the adopted Link Transit policy.

THESE ASSURANCES are given in consideration of, and for the purpose of, obtaining any and all Federal grants, loans, contracts, property, discounts or other Federal financial assistance extended after the date hereof to the City of Burlington on behalf of Link Transit by the United States Department of Transportation under the Federal Administration and is binding on it, other recipients, subgrantees, contractors, transferees, successors in interest and other participants in the Federal Transit Administration programs.

The person whose signature appears below is authorized to sign these assurances on behalf of Link Transit.



John C. Andoh III  
Interim Transit Manager

October 20, 2022  
Date

# GENERAL GUIDELINES/REQUIREMENTS

## I. Annual Certification and Assurance

As stated in Section I, Link Transit shall submit annually, its Title VI assurance, as part of its annual Certification and Assurance submission to the FTA. The most recent submission for Link Transit was executed and submitted to the FTA on \_\_\_\_\_.

## II. Complaint Procedures

In compliance with 49 CFR Section 21.9(b), Link Transit has developed procedures for investigating and tracking Title VI complaints filed against them. Such procedures shall be made available to the public upon request. Link Transit's complaint procedures and complaint form are contained herein as [APPENDIX A](#).

## III. Record Title VI Activities

In compliance with 49 CFR Section 21.9(b), Link Transit shall prepare and maintain a list of any active investigations conducted by entities other than the FTA, lawsuits, or complaints naming Link Transit that allege discrimination on the basis of race, color, or nation origin. contained herein as [APPENDIX B](#). Such list shall include:

1. Date the investigation, lawsuit, or complaint was filed
2. Summary of the allegation(s)
3. The status of the investigation, lawsuit, or complaint
4. Actions taken by Link Transit in response to the investigation, lawsuit or complaint

## IV. Access for LEP Persons

Link Transit shall take steps to ensure meaningful access to the benefits, services, information, and other important portions of their programs and activities for individuals who are Limited English Proficient (LEP). Link Transit will assist persons with limited English proficiency to participate in the transportation planning process. Link Transit Staff will make every effort to provide translators and document translation, where feasible, upon request. Link Transit's LEP Plan is contained herein as [APPENDIX D](#).

## V. Public Notification

In compliance with 49 CFR Section 21.9(d), Link Transit shall provide information to the public regarding its Title VI obligations and apprise members of the public of the protections against discrimination afforded to them by Title VI by the following notice:

### NOTICE of RIGHTS UNDER TITLE VI

**The City of Burlington on behalf of Link Transit (Link Transit) operates its programs and services without regard to race, color, and national origin in accordance with Title VI of the Civil Rights Act. Any person who believes she or he has been aggrieved by any unlawful discriminatory practice under Title VI may file a complaint with Link Transit. It is Link Transit's objective to:**

- **Ensure that the level and quality of transportation service is provided without regard to race, color, or national origin**

- **Promote the full and fair participation of all affected populations in transportation decision-making**
- **Prevent the denial, reduction, or delay in benefits related to programs and activities that benefit minority populations or low-income populations**
- **Ensure meaningful access to programs and activities by persons with limited English proficiency**

**For more information Link Transit’s civil rights program and the procedures to file a complaint, call 336.222.7351; email [info@linktransit.org](mailto:info@linktransit.org); visit our website, [www.linktransit.org](http://www.linktransit.org); or visit our administrative office at 234 East Summit Avenue, Burlington, NC 27215. Any complaint must be in writing and submitted to the Link Transit Manager (as the Title VI Coordinator) within one hundred eighty (180) days following the date of the alleged unlawful discriminatory practice.**

**A complainant may file a complaint directly with the Federal Transit Administration, Office of Civil Rights, Attention: Title VI Program Coordinator, East Building, 5th Floor-TCR, 1200 New Jersey Ave., SE, Washington, DC 20590**

**If information is needed in another language, contact 336.222.7351.  
Si necesita información en otro idioma, contacto 336.222.7351.**

The Link Transit Notice of Rights under Title VI to the public, shown above, is posted in the Link Transit Administrative Offices and on buses, shown online at [www.linktransit.org](http://www.linktransit.org), and within the Link Transit Rider’s Guide.

## **VI. Additional Information**

Link Transit acknowledges that, at the discretion of the FTA, information other than that which is required by FTA C 4702.1B, may be requested in writing of Link Transit, to investigate complaints of discrimination or to resolve concerns about possible noncompliance with Title VI.

## **VII. Timely Submission**

Link Transit acknowledges that its Title VI submissions and/or updates thereto, shall be supplied to its FTA Office of Civil Rights once every three (3) years. The submission shall include but is not limited to:

1. A summary of public outreach and involvement activities undertaken since the last submission and a description of any steps taken to ensure that minority and low-income people had meaningful access to these activities (note: during the period of 2019 and 2022 Covid greatly affected the amount and subject matter of our outreach efforts) [APPENDIX C](#)
2. Link Transit’s process for persons with Limited English Proficiency (LEP)
3. Title VI complaint and Tracking procedures
4. A list of any Title VI investigations, complaints or lawsuits filed since the latest submission.
5. A copy of Link Transit’s public notice regarding Title VI compliance and public access and instructions to Link Transit Title VI complaint procedures.

## **VIII. Environmental Analysis of Construction Projects**

Link Transit shall integrate an environmental justice analysis into its National Environmental Policy Act (NEPA) documentation of construction projects of which require NEPA. If a Categorical Exclusion (CE) is performed, Link Transit shall complete the FTA’s standard CE checklist which includes a section on community disruption and environmental justice. While preparing an Environmental Assessment (EA)

or Environmental Impact Statement (EIS), Link Transit shall integrate into its documents, the following:

1. A description of the low-income and minority population within the study area affected by the project, and a discussion of the method used to identify this population
2. A discussion of all adverse effects that would affect the identified minority and low-income population
3. A discussion of all positive effects that would affect the identified minority and low-income population
4. A description of all mitigation and environmental enhancement actions incorporated into the project to address the adverse effects, including, but not limited to, any special features of the relocation program that go beyond the requirements of the Uniform Relocation Act and address adverse community effects such as separation or cohesion issues, and the replacement of the community resources destroyed by the project

And if applicable:

5. A discussion of the remaining effects, if any, and why further mitigation is not proposed
6. For projects that traverse predominantly minority and low-income and predominantly non-minority and non-low-income areas, a comparison will be completed of mitigation and environmental enhancement actions between the two stated areas. If there is no basis for such a comparison, Link Transit shall describe why this is the case.

## **IX. Public Participation**

Link Transit shall seek out and consider viewpoints of minority, low-income and LEP populations in the course of conducting public outreach and involvement activities in regard to proposed transportation decisions. Link Transit shall make every effort to include the following practices, consistent with the Burlington-Graham Metropolitan Planning Organization adopted Public Involvement Plan (available <https://bgmpo.org/Projects-Plans/MPO-Plans/Public-Involvement-Plan>); not withholding the public participation plan adopted by the Burlington City Council:

1. Coordination with individuals, institutions, or organizations and implementing community-based public involvement strategies to reach out to members in the affected minority and/or low-income communities
2. Provision of opportunities for public participation through means other than written communication, such as personal interviews or use of audio or video recording devices to capture oral comments
3. Utilization of locations, facilities and meeting times that are convenient and accessible to low-income and minority communities
4. Utilization of different meeting sizes or formats, or varying the type and number of news media used to announce public participation opportunities
5. Implementation of USDOT's policy guidance regarding Link Transit's responsibilities to LEP persons

The following public outreach activities occurred during the last Title VI Program period:

- Reduced Link Transit service by one trip due to novel Coronavirus pandemic – March 2020
- Implemented shuttle services for COVID-19 testing April 2020
- Launching Link Transit fare free service – June 2021
- Restoring full Link Transit service – July 2021
- Implement evening service – to be determined – approved by City Council August 2021

- Added Saturday service – October 2021
- Implemented shuttle service to Burlington Sock Puppets – June 2022
- Implement evening service – to be determined – approved by City Council August 2021

Each time Link Transit implemented changes to its operations, public outreach activities were designed and accomplished to ensure the public was aware of such changes. For fare and route adjustments, changes to service announcements were made 30 days prior to the adjustment to encourage feedback from passengers and a draft of the route schedule was posted to the website. A survey or communication channel was established for passengers to provide their feedback and then those comments were analyzed and taken into consideration. The public was made aware of changes through various channels including public notice on website, notice in newspaper (as necessary), social media announcements, email announcements, text messages, signage at bus stops, and flyers on buses. Final adjustments were then prepared and, if necessary and required, presented to the Link Transit Public Transit Advisory Commission for information and feedback and ultimately the Burlington City Council to have a vote and establish the date the adjustments to become effective.

We encourage the public to attend any Link Transit Public Transit Advisory Commission and Burlington City Council meeting. A two (2) to three (3) week period of time was provided for passengers to see the final adjustments, ask questions, and understand the adjustments prior to it becoming effective. Announcements of final adjustments were made through similar channels as the initial announcement to encourage passengers to review the adjustments.

See [APPENDIX C](#) for a summary list of dates over the past three (3) years that Link Transit has adjusted routes or fares.

## **X. Public Hearing Process for Service and Fare Changes**

Link Transit will advertise in accordance with the Link Transit Policy regarding public participation to conduct any public hearing when considering proposed fare and major service changes. Public hearings are a key element of the decision-making process used by the Burlington City Council to assess the potential impact proposals that may have on Link Transit riders and residents of Burlington, Gibsonville and Alamance County.

### Policy

Public Hearings will be scheduled by the Burlington City Council for fare and major service change proposals except as otherwise provided below.

### Definitions

A major service or fare change is any change or series of changes that directly affect:

1. 25 percent or more reduction of transit route revenue hours of Link Transit system-wide service.
2. 50 percent or more reduction of transit route revenue hours of a single Link Transit route computed on an annual basis.
3. The implementation of a new transit route.
4. 25 percent or more on the implementation of a passenger fare adjustment on an annual basis.

### Procedure

Proposed major service changes and fare and fare media pricing shall be evaluated for compliance with the Federal Transit Administration's (FTA) Office of Civil Rights guidance regarding potential discriminatory impacts on minority and low-income populations. The evaluation will include proposed actions the Link Transit may apply to minimize, mitigate, or offset the adverse effects the changes could have on these populations, as described in FTA Circular 4702.1B, "Title VI and Title VI-Dependent Guidelines."

Prior to the institution of a fare change or major service change, a notice of intent to hold a public hearing will be published following the Burlington City Council adopted public participation plan. The notice will also be published in newspapers oriented to specific groups or neighborhoods that may be affected.

The notice will be published at least 30 days prior to the hearing.

The notice will contain descriptions of the changes and the time and place of the hearing.

Link Transit shall ensure that all programs, services, activities, and benefits are implemented without discrimination. Any person who believes that he or she, individually, or as a member of any specific class or persons, has been subjected to discrimination on the basis of race, color, national origin, or other protected class interests, may file a signed written complaint with Link Transit or FTA at the addresses listed below:

- Link Transit Manager  
City of Burlington on behalf of Link Transit  
234 East Summit Avenue  
Burlington, NC 27215  
Email: [info@linktransit.org](mailto:info@linktransit.org)  
Fax: 336.222.5004
- Federal Transit Administration Office of Civil Rights  
Title VI Program Coordinator  
East Building, 5<sup>th</sup> Floor – TCR  
1200 New Jersey Avenue, SE  
Washington, DC 20590

If you are unable or incapable of providing a written statement and desire Link Transit or the FTA to investigate alleged discrimination, a verbal complaint of discrimination may be made. You may call Link Transit at 336.222.7351. The complainant will be interviewed by the Link Transit Manager to receive complaints. If necessary, the official will assist the complainant in converting verbal complaints in writing. All Complaints must be signed by the complainant or his/her representative.

### Exceptions

1. Changes in fares and fare media pricing are subject to public hearing requirements with the exception of the following:
  - Reduced fare for less than 180 days
  - Free-fare promotions
2. Service changes are subject to public hearing requirements with the exception of the following:

- Standard seasonal variations.
- Changes instituted in response to an emergency situation in effect for 90 days or less.
- Experimental service changes instituted for 180 days or less.

Nothing in this section precludes the Burlington City Council from setting a public hearing on any matter associated with fares and service that it chooses.

Furthermore, all changes contemplated by Link Transit will be reviewed by the Link Transit Public Transit Advisory Commission prior to submission to the Burlington City Council.

## **XI. Plan Monitoring and Evaluation**

Evaluation of the success of any involvement efforts must be result-oriented. It is never safe to assume that just because people don't come to an event that they are uninterested in the project. The goal is to educate and include the public at all levels of planning, not just to invite them. Evaluation, then, must be two-fold. The first part is to track what efforts are being made, and the results of those efforts, and the second part is to make regular assessments of the success of a technique within a given program, and to strategize for future successes.

### Tracking Efforts and Success

In order to track our public participation efforts, it is necessary that the individuals involved record their efforts.

1. Link Transit will keep records of outreach activities. See a summary in [APPENDIX C](#).
2. Copies should be kept of any print ads, and transcripts of any public service announcements.
3. Notes should be made after meetings regarding the overall tone of the meetings and any ideas or observations made regarding the process.

### Efforts of Monitoring and Evaluation of the LEP Plan

1. Provide day-to-day administration of Link Transit's LEP Plan, ensuring compliance and correct implementation.
2. Seek feedback from LEP communities, including customers and community-based organizations, about the effectiveness of Link Transit's LEP Plan.
3. Translate Link Transit's Title VI complaint procedure and form in multiple languages.
4. Establish a Link Transit procedure that requires all written translation requests be routed through and managed by the Title VI coordinator to ensure consistency.
5. Create one-stop LEP information center for Link Transit riders.
6. Conduct an evaluation every three (3) years of Link Transit's LEP Plan to gauge its effectiveness and determine if updates are needed. Link Transit staff will lead the evaluation with the help of staff familiar with Title VI language access requirements and the LEP Plan. The evaluation may include the following:
  - Determine the number of LEP individuals in Link Transit's service area.
  - Assess whether existing language assistance services are meeting the needs of LEP persons.
  - Assess whether staff members understand Link Transit's LEP Plan, how to carry

them out, and whether language assistance resources and arrangements for those resources are still current and accessible.

**XI. Monitoring Subrecipients**

Link Transit does not have any sub-recipients. So, no oversight is needed in this area.

**XII. Minority Representation on Planning and Advisory Bodies**

**Public Transit Advisory Commission (PTAC)  
Membership as of October 2022**

- Moses Corbett            Burlington                            (Expires 2023)
- John Mathewson        Burlington                            (Expires 2025)
- Mike Mills                Burlington                            (Expires 2024)
- Roger Meisenbach     Burlington                            (Expires 2023)
- Bonita Brown            Burlington                            (Expires 2024)
- Steve Harrison         Gibsonville                           (Expires 2025)
- Steve Carter             Alamance County                    (Expires 2024)
- Vacant                     Burlington Alternate                (Expires 2023)
- Joyce Harris             Gibsonville Alternate               (Expires 2023)
- Peter Murphy             Alamance County Alternate        (Expires 2025)

Race	Quantity
White	6
African American	3
Asian/Pacific Islander	0
American Indian or Alaskan Native	0
Native Hawaiian or Other Pacific Islander	0
Multi Race	0
Hispanic	0

**XIII. Title VI Equity Analysis**

Link Transit has not constructed a facility such as a vehicle storage facility, maintenance facility, or operations center. Should this be constructed, an equity analysis will be prepared.

**XIV. Service Standards**

Vehicle Load Standard

Link Transit operates local bus transportation services throughout the Cities of Burlington and Graham, the towns of Elon and Gibsonville, as well as portions of unincorporated Alamance County. The average of all loads during the peak and off-peak operating periods should not exceed a load factor of 1.4. Refer to chart below for current standards:

Vehicle Type	Average Passenger Capacities			
	Seated	Standing	Total	Load Factor
28' LTV cutaway	23	9	32	1.4
30' low floor bus	23	18	41	1.4

### Vehicle Headways

Link Transit service operates to and from the temporary transit hub located in downtown Burlington on Worth Street.

Weekdays & Saturday	AM Peak	Midday	PM Peak	Evening
Local Routes	90 min	90 min	90 min	90 min

*Peak 6 am – 9 am, 3 pm – 6 pm, Off-Peak 9 am – 3 pm, Evening 6 pm – 9:15 pm;*

*“—” = no service.*

### On-Time Performance Standard

Link Transit routes are to be considered on time if they are no more than “0” minute early and no more than “5.5” minutes late leaving a time-point on a scheduled trip. The on-time performance goal is set at 90% or greater. Link Transit will continuously monitor the various routes throughout the system to maintain this standard.

### Service Availability Standard

Link Transit routes are designed to connect Burlington, Gibsonville, portions of unincorporated Alamance County and Alamance Community College. This includes serving portions of Elon and Graham. Link Transit provides access to major employment centers, central business districts, schools, universities and hospitals throughout those abovementioned jurisdictions. Access is made available through the use of designated stops with connections to PART Express bus service, as well as Alamance County Transportation Authority demand response service. Stops are generally spaced every ¼ to ½ mile along the routes.

## **XV. Service Policies**

### Link Transit Amenities Policy

**Policy:** In accordance with Title VI of the Civil Rights Act, as amended it shall be the policy of the City of Burlington on behalf of Link Transit to assign amenities without regard to race, color, ethnicity and national origin. Amenity assignment refers to the process of placing amenities along various routes within the Link Transit system.

**Procedures:** The installation of transit amenities shall be primarily based on the number of passenger boarding’s at bus stops and Park & Ride Lots along the route. These amenities include but are not limited to the following: seating, benches, shelters, informational signs, maps and schedules, digital and electronic signs, solar lighting and waste receptacles. Additional requirements for placement include safety, proper zoning approval if necessary and meeting all applicable building and construction laws. Request for transit amenities can be submitted through our Call Center or at [info@linktransit.org](mailto:info@linktransit.org). Each request will be reviewed in a timely manner.

Link Transit Vehicle Assignment Policy

**Policy:** In accordance with Title VI of the Civil Rights Act, as amended it shall be the policy of the City of Burlington on behalf of Link Transit to assign vehicles without regard to race, color, ethnicity and national origin.

**Procedures:** All commuter bus routes are ADA accessible and are equipped with a voice announcement stop announcement system, wheelchair ramps or lifts, bus kneeling feature, bicycle racks, air- conditioning and destination signage.

Bus assignments consider the operating characteristics such as length, width, height and the turning radius of the bus. The physical route requirements are taken into consideration when assigning buses.

Related Documents

FTA Circular 4702.1B, Title VI Requirements and Guidelines for Federal Transit Administration Recipients

The person whose signature appears below is authorized to sign on behalf of Link Transit.



John C. Andoh III  
Interim Transit Manager

October 20, 2022  
Date



## **APPENDIX A : TITLE VI COMPLAINT PROCEDURES**

### **Title VI Information, Limited English Proficient (LEP) information and Complaint Process**

*(Printed materials, website, and other mediums upon request)*

The City of Burlington on behalf of Link Transit grants all citizens equal access to all its transportation services. It is further the intent of Link Transit that all citizens are aware of their rights to such access. This is designed to serve as an educational tool for citizens so that they may understand one of the civil rights laws that protect their benefits of Link Transit's programs and services, specifically, as it relates to Title VI of the Civil Rights Act of 1964.

What is Title VI? Title VI is a section of the Civil Rights Act of 1964 requiring that "No person in the United States shall on the grounds of race, color or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance." Note that Title VI does not address gender discrimination. It only covers race, color and national origin. Other Civil Rights laws prohibit gender discrimination.

What is LEP? As part of Title VI requirements, Link Transit has developed a Limited English Proficiency (LEP) Plan to help identify reasonable steps to provide language assistance for LEP persons seeking meaningful access to Link Transit services as required by the Federal Transit Administration "Improving Access to Services for Persons with Limited English Proficiency." A Limited English Proficiency person is one who does not speak English as their primary language and who has a limited ability to read, speak, write, or understand English.

Link Transit's Complaint and Investigation Procedures These procedures cover all complaints filed under Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, and the Americans with Disabilities Act of 1990, for alleged discrimination in any program or activity administered by Link Transit. These procedures do not deny the right of the complainant to file formal complaints with other State or Federal agencies or to seek private counsel for complaints alleging discrimination. Every effort will be made to obtain early resolution of complaints at the lowest level possible. The option of informal mediation meeting(s) between the affected parties and Link Transit may be utilized for resolution. Any individual, group of individuals or entity that believes they have been subjected to discrimination prohibited under Title VI and related statutes may file a complaint.

The following measures will be taken to resolve Title VI complaints:

#### **Title VI Complaint Procedure**

Title VI complaint forms may download from [www.linktransit.org](http://www.linktransit.org) or requested from (Link Transit).

The complainant may also submit a written statement that contains all the following information:

1. Name, address, and telephone number of the complainant.
2. The basis of the complaint (race, color, national origin).
3. The date or dates on which the alleged discriminatory event or events occurred.
4. The nature of the incident that led the complainant to feel discrimination was a factor.

5. Names, addresses and telephone numbers of persons who may have knowledge of the event.
6. Other agencies or courts where complaint may have been filed and a contact name.
7. Complainant's signature and date.

If the complainant is unable to write a complaint, Link Transit staff will assist the complainant. If requested by complainant, Link Transit will provide a language or sign interpreter.

Complainants have the right to complain directly to the appropriate federal agency. Complaints must be filed within one-hundred eighty (180) calendar days of the alleged incident.

Link Transit will begin an investigation within fifteen (15) working days of receipt of a complaint.

Link Transit will contact the complainant in writing no later than thirty (30) working days after receipt of complaint for additional information, if needed. If the complainant fails to provide the requested information in a timely basis, Link Transit may administratively close the complaint.

Link Transit will complete the investigation within ninety (90) days of receipt of the complaint. If additional time is need for investigation, complainant will be contacted. A written investigation report will be prepared by the investigator. This report shall include a summary description of the incident, findings and recommended corrective action.

A closing letter will be provided to the complainant and the respondent or respondent department. Parties will have five (5) working days from receipt of the closing letter to appeal. If neither party appeals, the complaint will be closed.

If required, the investigation report will be forwarded to the appropriate federal agency.

Federal Transit Administration Office of Civil Rights  
Attention: Title VI Program Coordinator  
East Building, 5<sup>th</sup> Floor-TCR  
1200 New Jersey Avenue, SE  
Washington, DC 20590

FTA complaint procedures can also be found on the FTA web site at: [www.fta.dot.gov](http://www.fta.dot.gov). These procedures are also outlined in FTA Circular 4702.1B, Chapter IX.

A Title VI complaint must be submitted in writing. Link Transit strongly encourages the use of the **Link Transit Title VI Complaint Form** or sending an email when filing official complaints. Upon completion of a Link Transit Title VI Complaint Form, send it to: **email [info@linktransit.org](mailto:info@linktransit.org) or by mail to: 234 East Summit Avenue, Burlington, NC 27215, Attn: Link Transit Manager. It can also be faxed to 336.222.5004.**



**TITLE VI COMPLAINT FORM**

The City of Burlington on behalf of Link Transit operates its programs and services without regard to race, color and national origin in accordance with Title VI of the Civil Rights Act of 1964. Any person who believes that she or he has been aggrieved by any unlawful discriminatory practice under Title VI must file a complaint within 180 days of the alleged occurrence to any of the following by mail, in person, fax and/or email as explained at the end of the form.

<b>Section I:</b>		
Name:		
Address:		
Telephone (Home):	Telephone (Work):	
Electronic Mail Address:		
Accessible Format Requirements?	<input type="checkbox"/> Large Print	<input type="checkbox"/> Audio Tape
	<input type="checkbox"/> TDD	<input type="checkbox"/> Other
<b>Section II:</b>		
Are you filing this complaint on your own behalf?	<input type="checkbox"/> Yes*	<input type="checkbox"/> No
<i>*If you answered "yes" to this question, go to <b>Section III</b>.</i>		
If not, please supply the name and relationship of the person for whom you are complaining.		
Please explain why you have filed for a third party:		
Please confirm that you have obtained the permission of the aggrieved party if you are filing on behalf of a third party.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<b>Section III:</b>		
I believe the discrimination I experienced was based on (check all that apply):		
<input type="checkbox"/> Race	<input type="checkbox"/> Color	<input type="checkbox"/> National Origin <input type="checkbox"/> Disability
Date of Alleged Discrimination (Month, Day, Year): _____		
Explain as clearly as possible what happened and why you believe you were discriminated against. Describe all persons who were involved. Include the name and contact information of the person(s) who discriminated against you (if known) as well as names and contact information of any witnesses. If more space is needed, please use the back of this form.		
_____		
_____		
_____		
<b>Section VI:</b>		
Have you previously filed a discrimination complaint with this agency?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

If yes, please provide any reference information regarding your previous complaint. _____ _____
<b>Section V:</b>
Have you filed this complaint with any other Federal, State, or local agency, or with any Federal or State court? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, check all that apply: <input type="checkbox"/> Federal Agency: _____ <input type="checkbox"/> Federal Court: _____ <input type="checkbox"/> State Agency: _____ <input type="checkbox"/> State Court : _____ <input type="checkbox"/> Local Agency: _____
Please provide information about a contact person at the agency/court where the complaint was filed.
Name: _____
Title: _____
Agency: _____
Address: _____
Telephone: _____
<b>Section VI:</b>
Name of agency complaint is against: _____
Name of person complaint is against: _____
Title: _____
Location: _____
Telephone Number (if available): _____

You may attach any written materials or other information that you think is relevant to your complaint. Your signature and date are required below

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Mail, fax, email or deliver completed form to:

- City of Burlington, Attn: Transit Manager, 234 East Summit Avenue, Burlington, NC 27215, fax to: 336.222.5004 or email to: [info@linktransit.org](mailto:info@linktransit.org).
- Federal Transit Administration (FTA), Office of Civil Rights, Attn: Title VI Program Coordinator, East Building, 5th Floor-TCR, 1200 New Jersey Ave, SE, Washington, DC 20590.

If any transit related information is needed in an alternative language, contact the Link Transit Manager at 234 East Summit Avenue, Burlington, NC 27215, call to: 336.222.7351, fax to: 336.222.5004 or email to: [info@linktransit.org](mailto:info@linktransit.org).



**CIUDAD DE BURLINGTON (LINK TRANSIT) TÍTULO VI FORMULARIO DE QUEJA**

La Ciudad de Burlington opera sus programas y servicios sin distinción de raza, color y origen nacional de acuerdo con el Título VI de la Ley de Derechos Civiles de 1964. Cualquier persona que crea que ha sido perjudicada por alguna práctica discriminatoria ilegal bajo el Título VI debe presentar una queja dentro de los 180 días de la supuesta ocurrencia a cualquiera de los siguientes por correo, en persona, fax y / o correo electrónico como se explica al final del formulario.

<b>Sección I:</b>		
Nombre:		
Teléfono (Casa):		
Telephone (Home):	Teléfono (Trabajo):	
Dirección de correo electrónico:		
Requisitos de formato accesible?	<input type="checkbox"/> Impresión grande	<input type="checkbox"/> Cinta de audio
	<input type="checkbox"/> TDD	<input type="checkbox"/> Otro
<b>Sección II:</b>		
¿Está presentando esta queja en su propio nombre?	<input type="checkbox"/> Sí *	<input type="checkbox"/> No
* Si respondió "sí" a esta pregunta, vaya a la Sección III.		
De lo contrario, proporcione el nombre y la relación de la persona por la que se queja.		
Explique por qué ha solicitado un tercero:		
Confirme que ha obtenido el permiso de la parte perjudicada si está presentando una demanda en nombre de un tercero	<input type="checkbox"/> Sí	<input type="checkbox"/> No
<b>Sección III:</b>		
Creo que la discriminación que experimenté se basó en (marque todo lo que corresponda): <input type="checkbox"/> Raza <input type="checkbox"/> Color <input type="checkbox"/> Origen nacional <input type="checkbox"/> Discapacidad		
Fecha de presunta discriminación (mes, día, año): _____		
Explique con la mayor claridad posible qué sucedió y por qué cree que fue discriminado. Describe a todas las personas que estuvieron involucradas. Incluya el nombre y la información de contacto de la persona (s) que lo discriminó (si lo conoce), así como los nombres y la información de contacto de los testigos. Si necesita más espacio, utilice la parte de atrás de este formulario.		
_____		
_____		
_____		
<b>Sección VI:</b>		
¿Ha presentado anteriormente una queja por discriminación con esta agencia?	<input type="checkbox"/> Sí	<input type="checkbox"/> No
En caso afirmativo, proporcione cualquier información de referencia con respecto a su queja anterior.		
_____		
_____		

<b>Sección V:</b>	
Have you filed this complaint with any other Federal, State, or local agency, or with any Federal or State court?	
<input type="checkbox"/> Sí <input type="checkbox"/> No	
En caso afirmativo, marque todo lo que corresponda: <input type="checkbox"/> Tribunal Federal:	
<input type="checkbox"/> Tribunal Federal: _____	<input type="checkbox"/> Agencia Estatal: _____
<input type="checkbox"/> Tribunal estatal: _____	<input type="checkbox"/> Agencia local: _____
Proporcione información sobre una persona de contacto en la agencia / tribunal donde se presentó la queja.	
Nombre: _____	
Título: _____	
Agencia: _____	
Dirección: _____	
Teléfono: _____	
<b>Sección VI:</b>	
El nombre de la queja de la agencia está en contra: _____	
La queja del nombre de la persona es contra: _____	
Título: _____	
Ubicación: _____	
Número de teléfono (si está disponible): _____	

Puede adjuntar cualquier material escrito u otra información que considere relevante para su reclamo. Su firma y fecha son requeridas a continuación

\_\_\_\_\_  
Firma

\_\_\_\_\_  
Fecha

Envíe por correo, fax, correo electrónico o entregue el formulario completo a:

- City of Burlington, Attn: Transit Manager, 234 East Summit Avenue, Burlington, NC 27215, fax to: 336.222.5004 or email to: [info@linktransit.org](mailto:info@linktransit.org).
- Federal Transit Administration (FTA), Office of Civil Rights, Attn: Title VI Program Coordinator, East Building, 5th Floor-TCR, 1200 New Jersey Ave, SE, Washington, DC 20590.

If any transit related information is needed in an alternative language, contact the Link Transit Manager at 234 East Summit Avenue, Burlington, NC 27215, call to: 336.222.7351, fax to: 336.222.5004 or email to: [info@linktransit.org](mailto:info@linktransit.org).

**APPENDIX B: LIST OF INVESTIGATIONS, LAWSUITS AND COMPLAINTS**

	<b><u>Date</u> <u>(Month,</u> <u>Day, Year)</u></b>	<b>Summary (include basis of complaint: race, color, or national origin)</b>	<b><u>Status</u></b>	<b><u>Action(s)</u> <u>Taken</u></b>
<b><u>Investigations</u></b>	None	None	None	None
<b><u>Lawsuits</u></b>	None	None	None	None
<b><u>Complaints</u></b>	None	None	None	None

## **APPENDIX C: SERVICE CHANGES AND OUTREACH SUMMARY**

### **Fare and Service Changes:**

1. Reduced Link Transit service by one trip due to novel Coronavirus pandemic – March 2020
2. Implemented shuttle services for COVID-19 testing April 2020
3. Launching Link Transit fare free service – June 2021
4. Restoring full Link Transit service – July 2021
5. Implement evening service – to be determined – approved by City Council August 2021
6. Added Saturday service – October 2021
7. Implemented shuttle service to Burlington Sock Puppets – June 2022
8. Implement evening service – to be determined – approved by City Council August 2021

### **Public Outreach:**

During the FFY 20-22 period, there was no face-to-face outreach due primarily to the novel coronavirus pandemic. The months of this period which occurred before the pandemic shutdown had no face- to-face outreach.

Throughout FFY 20-22, Link Transit depended on the Link Transit website, social media outlets, direct emails and communication with passengers at the temporary transit hub and onboard buses.

1. Public outreach for all service adjustments throughout FFY 20-22 were made a month in advance when planning was possible and included direct email to customers on e-mailing lists for effected routes, Link Transit website, social media and passenger apps.
2. Occasionally driver shortages did not allow for 30 days' notice that a certain trip or trips on one or more routes would be cancelled for a particular period. Nonetheless outreach to notify the public included direct email to customers on e-mailing lists for effected routes, Link Transit website, social media and passenger app announcements
3. Announcements for inclement weather were announced via the Link Transit website, passenger apps, social media and emails when the weather effected service delivery.
4. Periodic announcements on the federal mask mandate for transit passengers and staff were made throughout the pandemic via social media and email. The mandate was posted on buses and at all Link Transit facilities and the Link Transit website.
5. Outreach was made ahead of the for free rides via email, rider alerts, flyers, brochures, website and social media.
6. Holiday service levels were announced via the Link Transit website, passenger apps, social media and emails. A calendar of holiday service levels is posted on Link Transit fixed route vehicles, on the website and in public areas of Link Transit facilities.
7. Customer surveys took place during in the latter part of FFY 2022 in partnership with the Piedmont Triad bus operators. The survey in May/June 2022 were offered electronically and in paper format. All surveys were announced through social media, direct email and the Link Transit website. The May/June surveys included a paper option made available to passengers on bus and at passenger facilities.
8. Changes in passenger apps were announced via electronic means and printed signs on Link Transit vehicles and facilities.

## **APPENDIX D: LIMITED ENGLISH PROFICIENCY (LEP) PLAN**

### **Introduction**

The Link Transit system, operated by the City of Burlington, understands that transportation is critically important to the daily lives of our community members. The purpose of this limited English proficiency plan is to comply with Link Transit's responsibilities to limited English proficient (LEP) persons consistent with Title VI of the Civil Rights Act of 1964 and its implementing regulations. Title VI of the Civil Rights Act of 1964, 42 U.S.C. 2000d, et seq., and its implementing regulations, provides that no person shall be subjected to discrimination on the basis of race, color or national origin under any program or activity that receives federal financial assistance.

In cooperation with the Cities of Burlington, Town of Gibsonville, Alamance County and Alamance Community College, Link Transit provides services to connect residents and visitors to quality-of-life opportunities. Link Transit is a direct recipient of Sections 5307 and 5339 funds to urbanized areas and fully implements the provisions of federal and state guidance to meet the requirements to provide public transit services. Link Transit may also apply for discretionary funds via North Carolina Department of Transportation (NCDOT) processes for Sections 5310 and 5339 funds.

### **Purpose**

The purpose of this policy plan is to ensure compliance with Title VI of the Civil Rights Act of 1964. "Improving Access to Services for Persons with Limited English Proficiency," reprinted at 65 FR 50121 (August 16, 2000), directs each Federal agency that is subject to the requirements of Title VI to publish guidance for its respective recipients clarifying that obligation. Different treatment based upon a person's inability to speak, read, write, or understand English may be a type of national origin discrimination.

### **Applicability**

All federal agencies and all programs and operations of entities that receive funding from the federal government, including state agencies, local agencies such as the City of Burlington on behalf of Link Transit, private and non-profit entities, and sub recipients.

### **Plan Summary**

Link Transit has developed this Limited English Proficiency Plan (LEP) to help identify reasonable steps to provide language assistance for LEP persons seeking meaningful access to Link Transit services as required by the Federal Transit Administration. A Limited English Proficiency person is one who does not speak English as their primary language and who has a limited ability to read, speak, write, or understand English.

This plan details procedures on how to identify a person who may need language assistance, the ways in which assistance may be provided, training staff, how to notify LEP persons that assistance is available, and information for future plan updates.

### **Definitions**

Limited English Proficiency (LEP) individual – Any prospective, potential, or actual recipient of services from Link Transit who cannot speak, read, write or understand the English language at a level that permits them to interact effectively with Link Transit staff.

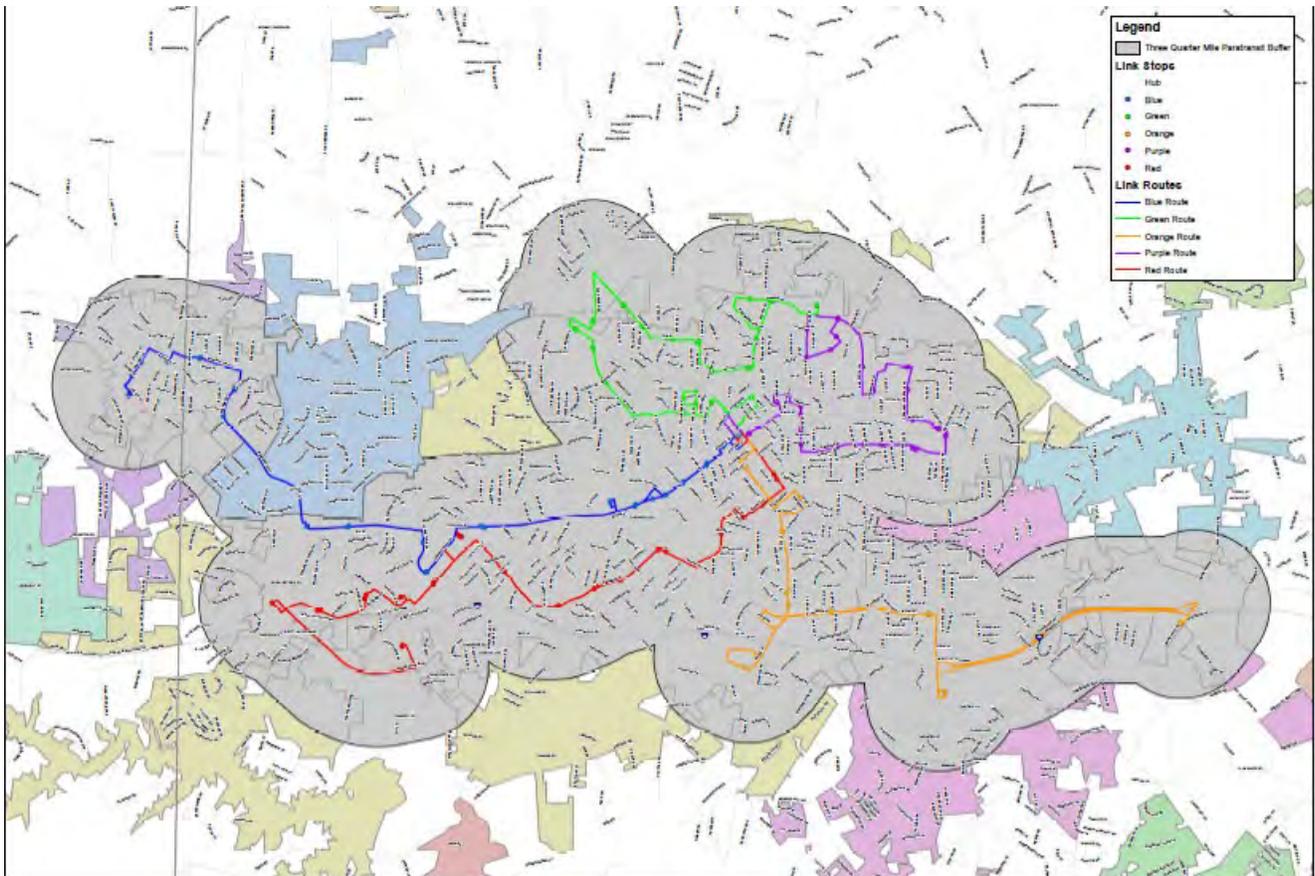
Vital Documents – Forms that include, but are not limited to; applications consent forms, letters containing important information regarding participation in a program, notices pertaining to the reduction, denial, or termination of services, the right to appeal such actions, or that require a response from notices advising LEP persons of the availability of free language assistance, and other outreach materials.

Title VI Compliance Officer – The Link Transit point of contact concerning Title VI related items, who is the Transit Manager.

Substantial number of LEP (Safe Harbor Threshold) – 5% or 1,000 people, whichever is smaller, are prospective, potential or actual recipients of service and speak a primary language other than English and have Limited English Proficiency or who cannot read, write or understand the English language at a level that permits them to interact effectively with English-only speaking members of Link Transit staff.

### Demography

The City of Burlington on behalf of Link Transit operates transit services within and between the Cities of Burlington and Graham, Towns of Gibsonville and Elon, and portions of Alamance County. The following information is based on 2020 US Census information. See below for the service area including the routes for Link Transit. The overall square miles are 48.75 of the 90.4 square miles in the Burlington-Graham Urbanized Area. The data presented below relates to the Burlington-Graham Urbanized Area as Link Transit services primarily operate within the UZA.



The Link Transit service area (or ride-shed) has a population of 96,968 of the 141,788 individuals based on the U.S. Census Bureau, 2021 American Community Survey.

Racial Breakdown – 22% service area’s population is African American. 56% is White/Caucasian. 14% is Hispanic. The next largest racial group is Two or more Races at 4%.

Spoken Language – The following data includes the Link Transit service area, those persons 5 years of age or older and both Native- and Foreign-born persons (U.S. Census Bureau, 2021 American Community Survey). 84% of the population speaks only English, leaving 16% that can speak a language other than English. 13% of that number is Spanish speakers. Of that population 5.4% indicate that they speak English less than “very well.”

Looking only at all persons who speak English less than “very well”, Spanish speakers make up the largest group at 4.1%

Household Language by Linguistic Isolation – A "limited English-speaking household" is a household in which no household member 14 years old and older (1) speaks only English or (2) speaks a non-English language and speaks English "very well." In other words, all members 14 years old and over have at least some difficulties speaking English. These residents have a particular challenge navigating American transit, and transit systems have a challenge providing a simple, no-hassle rider experience to members of these households.

Additional details on the demographics of the Link Transit service area are shown below at the end of the LEP.

## **Action Steps**

The following pages lists the details of implementing, maintaining, and monitoring Link Transit’s LEP program plan to ensure federal compliance and meaningful service available to all non-English speakers using Link Transit services.

Link Transit will use the USDOT four factor LEP analysis to determine the LEP language groups present in the area and specific language services that are needed. The four factor analysis considers the following: 1) The number or proportion of LEP persons eligible in the Link Transit service area who may be served or likely to encounter a Link Transit program, activity, or service; 2) the frequency with which LEP individuals come in contact with a Link Transit service; 3) the nature and importance of the program, activity or service provided by Link Transit to the LEP population; and 4) the resources available to Link Transit and overall costs to provide LEP assistance. A brief description of these considerations is provided in the following section.

## **Four Factor Analysis**

- 1. The number or proportion of LEP persons eligible in Link Transit service territory who may be served or likely to encounter a Link Transit program, activity, or service.**

Link Transit has examined American Community Survey data table C16001 from US Census to determine the demographic makeup of the community. To get specific data related to prospective, potential, or actual recipient of services from Link Transit who cannot speak, read, write or understand the English language at a level that permits them to interact effectively with agency staff, Link Transit has utilized the geographic area that constitutes its service area and 0.75-mile buffer on all other Link Transit stops. The total area covered is 48.75 square miles with a total population of 96,978.

Based on review of the data and calculating the Safe Harbor Threshold, Link Transit has identified the LEP population languages in the area as Spanish. There are over 1,000 individuals in the Link Transit service area who speak English less than very well and are fluent in Spanish.

**2. The frequency with which LEP individuals come in contact with a Link Transit program, activity, or service.**

While we understand anecdotally that LEP persons use Link Transit services, the frequency is low. This is based on the low numbers of complaints, requests, and failed communication efforts experienced by the Link Transit staff.

**Language Spoken at Home for Those Who Speak English Less Than 'Very Well'.**

<b>Language</b>	<b># Of Individuals</b>
Spanish	13,183
French, Haitian, Cajun	196
German, West Germanic	90
Russian, Polish, Slavic	84
Other Indo-European	708
Korean	441
Chinese	479
Vietnamese	580
Tagalog, Filipino	76
Other Asian Pacific	888
Arabic	242
Other	395

U.S. Census Bureau, 2021 American Community Survey 5-Year Estimates (Table C16001)

Link Transit will assess the frequency at which staff, Link Transit drivers, and customer service employees have or could possibly have contact with LEP persons. This includes documenting phone inquiries and verbally surveying Link Transit drivers. Link Transit had no requests for interpreters, and no requests for translated documents in FFY 2020-2022.

Survey Results – Link Transit completed an Onboard Passenger survey in 2017. 64 persons completed the survey. While Link Transit’s ridership has consistently been predominantly white and black the percentages vary. We could infer a low percentage of LEP persons currently using the system. When compared to the entire service area, ridership does not closely match the demographics of the service area. A demographic survey will be conducted sometime in FY 2023-2024 to obtain additional demographic data.

Due to the low impact from the Hispanic community, this presents a great opportunity for outreach to the LEP population. As our communities grow and interactions with LEP persons increases Link Transit wishes to ensure appropriate measures are taken to communicate effectively with persons needing language assistance.

**3. The nature and importance of the program, activity, or service provided by Link Transit to the LEP community.**

Link Transit understands that transportation is critically important to the daily lives of our community members. Certain aspects of our services are of critical importance and this plan will be used to meet the needs of the LEP community. Link Transit provides important transportation services to the public throughout its service area. Link Transit connects the major cities and towns of the Burlington-Graham Urbanized Area to quality-of-life opportunities. Link Transit also provides services to connect to Amtrak station in Burlington. Link Transit riders utilize services to commute to work, going to school/universities, occasionally for special events and also in lieu of reliance on a personal automobile.

**4. The resources available to Link Transit and costs.**

Link Transit has identified in-house staff with language abilities apart from English, and this staff has some availability to assist with requests related to Link Transit services, including transit. This is the case with the City of Burlington and the Link Transit contractor staff. Link Transit has also identified some businesses and technological solutions that provide translation and interpretative services, these services would be utilized on as needed basis. To make public meetings available to LEP persons, volunteer translators are available through University of North Carolina - Greensboro (UNCG). This resource could also be used to provide translation for written materials in Spanish or other languages. Details on this program is here: <https://cnnc.uncg.edu/interpreter-access-project/>

Link Transit website has the capability to translate all the information to multiple languages including Spanish through Google Translate.

Based on the Four Factor Analysis, Link Transit determined to have a Language Assistance Plan for the Spanish Population.

# Burlington, NC Urbanized Area

Urban Area in: [United States](#)

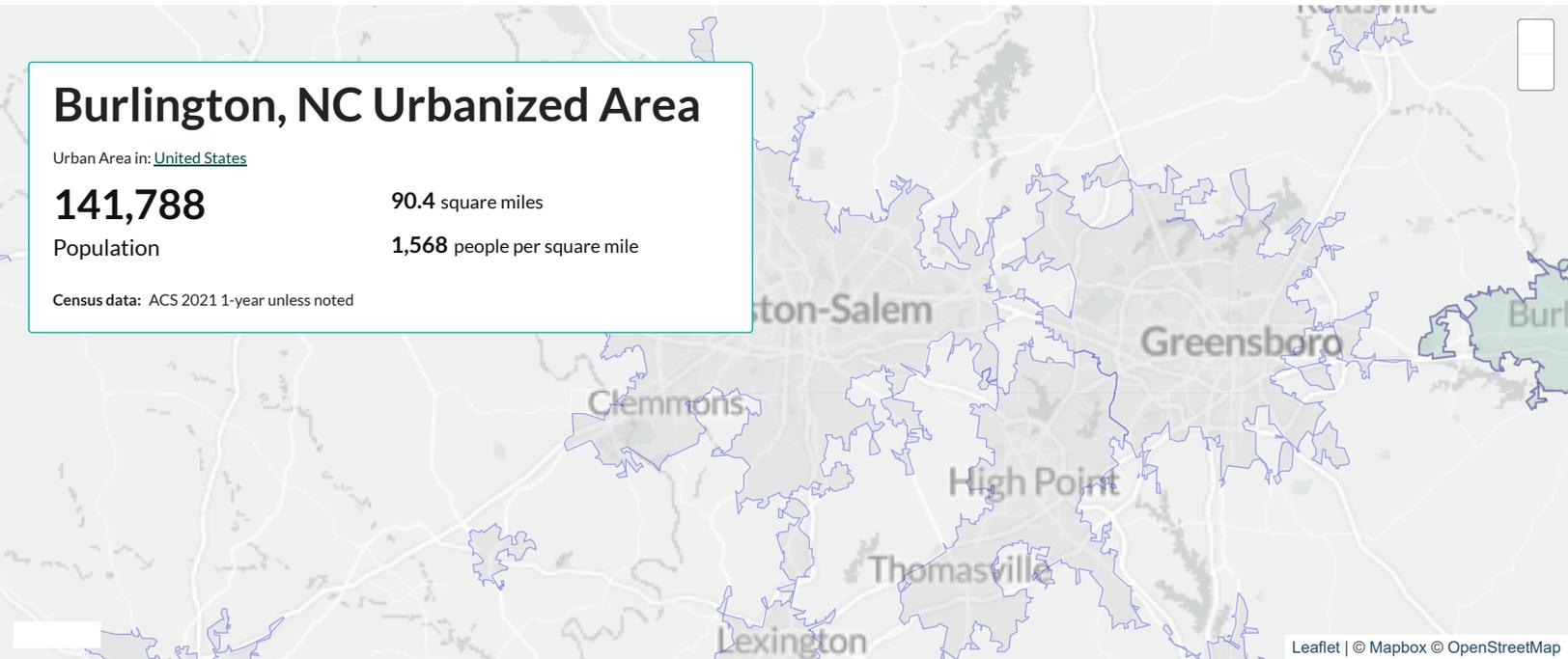
**141,788**

Population

90.4 square miles

1,568 people per square mile

Census data: ACS 2021 1-year unless noted



Leaflet | © Mapbox © OpenStreetMap

Find data for this place

Hover for margins of error and contextual data.

## Demographics

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

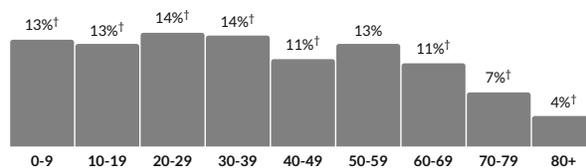
### Age

**36.2**

Median age

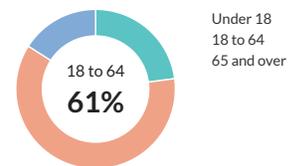
about 90 percent of the figure in United States: 38.8

Population by age range



Show data / Embed

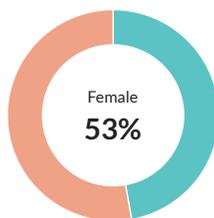
Population by age category



Show data / Embed

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

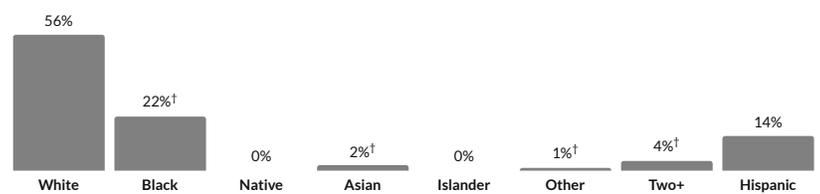
### Sex



Male  
Female

Show data / Embed

### Race & Ethnicity



\* Hispanic includes respondents of any race. Other categories are non-Hispanic.

Show data / Embed

## Economics

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

### Income

**\$30,137**

Per capita income

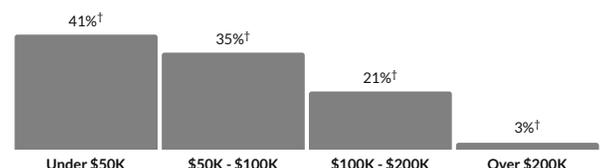
about 80 percent of the amount in United States: \$38,332

**\$60,361**

Median household income

about 90 percent of the amount in United States: \$69,717

### Household income



Show data / Embed

## Poverty

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

# 12.6%

### Persons below poverty line

about the same as the rate in United States: 12.8%

### Children (Under 18)



Poverty  
Non-poverty

### Seniors (65 and over)



Poverty  
Non-poverty

Show data / Embed

Show data / Embed

## Transportation to work

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

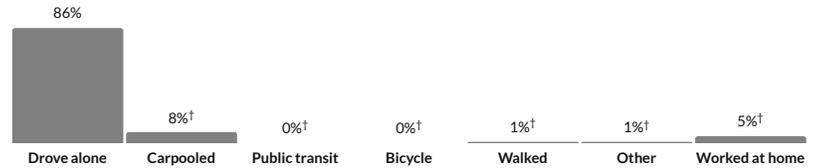
# 23.6 minutes

### Mean travel time to work

\* ACS 2020 5-year data

about 90 percent of the figure in United States:  
26.9

### Means of transportation to work



\* Universe: Workers 16 years and over

Show data / Embed

## Families

### Households

# 56,094

### Number of households

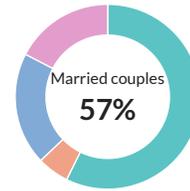
United States: 127,544,730

# 2.5

### Persons per household

a little less than the figure in United States: 2.5

### Population by household type

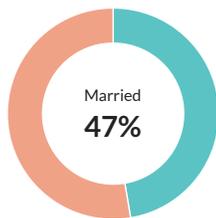


Married couples  
Male householder  
Female householder  
Non-family

Show data / Embed

## Marital status

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

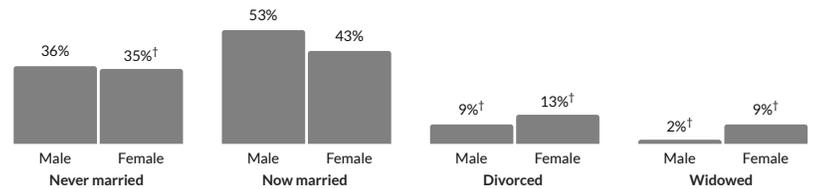


Married  
Single

\* Universe: Population 15 years and over

Show data / Embed

### Marital status, by sex



Show data / Embed

## Fertility

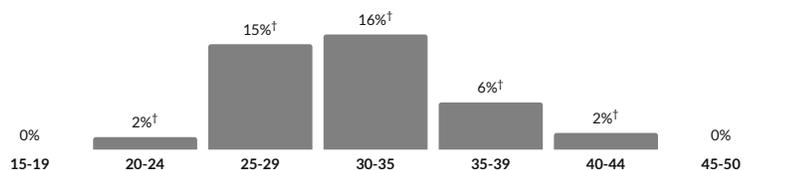
† Margin of error is at least 10 percent of the total value. Take care with this statistic.

# 5.7%

### Women 15-50 who gave birth during past year

about 10 percent higher than the rate in United States: 5.1%

### Women who gave birth during past year, by age group



\* Universe: Women 15 to 50 years

Show data / Embed

Units & Occupancy

**61,207**  
 Number of housing units  
 United States: 142,148,050

Occupied vs. Vacant



Occupied  
Vacant

Show data / Embed

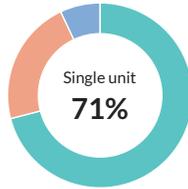
Ownership of occupied units



Owner occupied  
Renter occupied

Show data / Embed

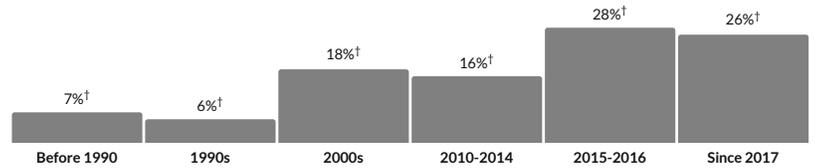
Types of structure



Single unit  
Multi-unit  
Mobile home  
Boat, RV, van, etc.

Show data / Embed

Year moved in, by percentage of population

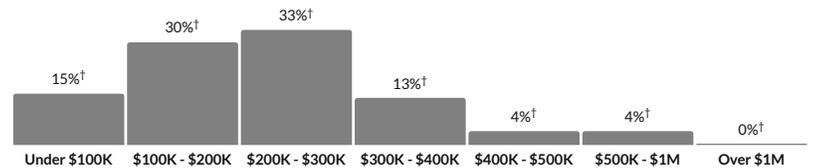


Show data / Embed

Value

**\$213,700**  
 Median value of owner-occupied housing units  
 about three-quarters of the amount in United States: \$281,400

Value of owner-occupied housing units



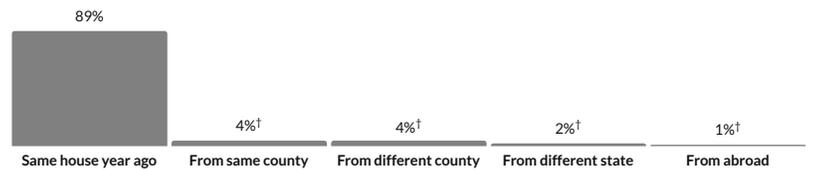
Show data / Embed

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

Geographical mobility

**11%**  
 Moved since previous year  
 about 90 percent of the rate in United States: 12.8%

Population migration since previous year



Show data / Embed

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

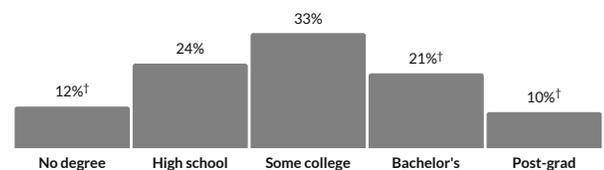
Social

Educational attainment

**88.2%**  
 High school grad or higher  
 about the same as the rate in United States: 89.4%

**31.4%**  
 Bachelor's degree or higher  
 about 90 percent of the rate in United States: 35%

Population by highest level of education



\* Universe: Population 25 years and over

Show data / Embed

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

Language

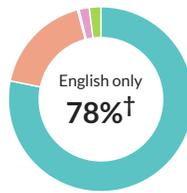
**N/A**  
 Persons with language other than English spoken at home

Language at home, children 5-17

Language at home, adults 18+

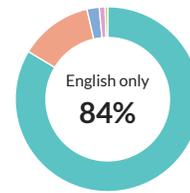
† Margin of error is at least 10 percent of the total value. Take care with this statistic.

\* ACS 2020 5-year data



English only  
Spanish  
Indo-European  
Asian/Islander  
Other

Show data / Embed



English only  
Spanish  
Indo-European  
Asian/Islander  
Other

Hide data / Embed

Language at home, adults 18+ (Table B16007) [View table](#)

Column	Burlington, NC		United States					
English only	83.6%	±2.3%	91,396	±4,782	78.3%	±0.1%	202,355,308	±144,991.6
Spanish	12.8%†	±1.6%	13,948	±1,812.9	12.8%	±0%	33,136,131	±91,241.9
Indo-European	2.2%†	±0.8%	2,345	±885.1	3.9%	±0%	10,140,516	±74,685.4
Asian/Islander	1%†	±0.5%	1,113	±494.3	3.7%	±0%	9,671,724	±54,463.1
Other	0.5%†	±0.5%	494	±510.4	1.2%	±0%	3,114,788	±48,256.8

Hide data

Place of birth

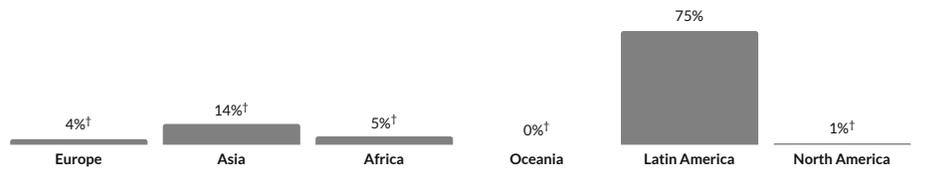
† Margin of error is at least 10 percent of the total value. Take care with this statistic.

9.7%

Foreign-born population

about two-thirds of the rate in United States: 13.6%

Place of birth for foreign-born population



\* ACS 2020 5-year data

Show data / Embed

Veteran status

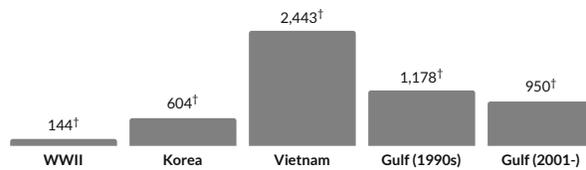
† Margin of error is at least 10 percent of the total value. Take care with this statistic.

6.7%

Population with veteran status

a little higher than the rate in United States: 6.4%

Veterans by wartime service



\* Civilian veterans who served during wartime only; ACS 2020 5-year data

7,286 Total veterans  
6,684 Male  
602 Female

Hover for margins of error and contextual data.

This profile displays data from more than one ACS release. Charts not derived from ACS 2021 1-year data are noted with an \*.

**Citation:** U.S. Census Bureau (2021). *American Community Survey 1-year estimates*. Retrieved from *Census Reporter Profile page for Burlington, NC Urbanized Area* <<http://censusreporter.org/profiles/40000US11728-burlington-nc-urbanized-area/>>

**Citation:** U.S. Census Bureau (2020). *American Community Survey 5-year estimates*. Retrieved from *Census Reporter Profile page for Burlington, NC Urbanized Area* <<http://censusreporter.org/profiles/40000US11728-burlington-nc-urbanized-area/>>

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## LANGUAGE ASSISTANCE PLAN

### Implementation Methods

How to Identify an LEP Person who Needs Language Assistance – These methods may be used to help identify persons who may need language assistance:

1. Communicate and coordinate with the Burlington Graham Metropolitan Planning Organization.
2. Examine records requests for language assistance from past meetings and events to anticipate the possible need for assistance at upcoming meetings.
3. When public meetings are held, have a staff member greet and briefly speak to each attendee. To informally gauge the attendee's ability to speak and understand English, ask a question that requires a full sentence reply.

Language Assistance Measures - Link Transit may implement the following LEP procedures as appropriate:

1. Link Transit has identified in-house staff with other language abilities and this staff has some availability to assist with requests related to Link Transit services, including transit.
2. Public notice, publications, and other material, including webpage content, may be made available in other languages.
3. Utilize translators at select public meetings; and
4. Use a telephone translation service such as Language Line, and web translation applications such as Google Translate.

Training – Link Transit implements training for Link Transit front-line contracted employees on Title VI and LEP considerations through the contractor. These training opportunities occur on planned schedules and include opportunities for virtual training seminars provided from the video session from LEP.gov. Front-line employees or contractors who come in contact with LEP individuals are Bus Operators, Customer Service Representatives and Road Supervisors. LEP training include understanding Title VI responsibilities, what procedures to follow when encountering an LEP person and how to potentially handle a Title VI complaint.

Outreach – Specific outreach efforts will be evaluated on a case-by-case basis. Some or all the following methods may be used:

1. Posters and brochures will be made available through local Universities and Community Colleges, City and Town offices, and other locations.
2. Link Transit website will indicate ways in which LEP persons can access information about our services.
3. The Link Transit Notice of Rights under Title VI to the public is available at the Link Transit office, on buses, online at [www.linktransit.org](http://www.linktransit.org), and within the Ride Guide.
4. If staff knows that they will be presenting a topic that could be of importance to an LEP individual or if staff will be hosting a meeting or a workshop in a geographic location with a known concentration of LEP persons, meeting notices, fliers, advertisements, and agendas will be available in an alternative language, based on known LEP population in the area.

### Monitoring, Evaluating and Updating the LEP & LAP Plans

This plan is designed to be flexible and is one that can be easily updated. At a minimum, Link Transit

will follow the Title VI Program update schedule for the LEP plan. Future plan updates will include the most current data available. The results may change based on the timing of the plan update.

Each update will examine all plan components such as:

1. How many LEP persons were encountered?
2. Were their needs met?
3. What is the current LEP population in Link Transit service area?
4. Has there been a change in the types of languages where translation services are needed?
5. Is there still a need for continued language assistance for any previously identified Link Transit programs? Are there other programs that should be included?
6. Have Link Transit's available resources, such as technology, staff, and financial costs changed?
7. Has Link Transit fulfilled the goals of the LEP Plan?
8. Were any complaints received?

### **Dissemination of the LEP & LAP Plans**

Copies of the LEP plan will be on file at the Link Transit office. The LEP plan will be provided, on request, to any person(s) requesting the document via phone, in person, by mail or email. LEP persons may obtain copies/translations of the plan upon request. The plan will also be available on the Link Transit website.

Any questions or comments regarding this plan should be directed to the City of Burlington, Attn: Transit Manager, 234 East Summit Avenue, Burlington, NC 27215, fax to: 336.222.5004 or email to: [info@linktransit.org](mailto:info@linktransit.org).



# **Appendix B: Public Engagement Results**

# PUBLIC ENGAGEMENT PLAN

Link Transit Five-Year Transit Development Plan  
and Transit Facility Study

PREPARED FOR:

*City of Burlington, North Carolina*

PREPARED BY:

**Kimley»Horn**

*Raleigh, North Carolina*

NOVEMBER 2023



## Introduction

Link Transit is the urban fixed route and paratransit service in Burlington, Gibsonville, portions of unincorporated Alamance County, Elon, Mebane, and Alamance Community College and has been in operation since 2016. The City of Burlington Department of Transportation administers Link Transit which provides service on five fixed routes and a supplemental ADA paratransit service.

Eight years into operation, the City of Burlington is evaluating efficiency and performance of the current transit system to make recommendations for the future. The Transit Development Plan (TDP), also involves the identification of a potential new site for an operations and maintenance facility and passenger transfer facility. The TDP will evaluate the current system and services, develop operations, marketing and financial plans, and a capital improvement plan.

## ABOUT LINK TRANSIT

Link Transit operates with policy oversight from Burlington City Council. The Link Transit Public Transit Advisory Commission (PTAC) includes representatives from all funding partners and serves as an advisory body for the service.

Services are operated by the third-party contractor, Transdev, which has operated fixed routes and ADA paratransit services for Link Transit since 2016.

Service is provided on five fixed routes radiating from downtown Burlington to Gibsonville, Elon, Mebane, and the Alamance County Government Building and Alamance Community College. Routes operate every 90 minutes, Monday-Friday from 5:30 am to 9:30 pm, and Saturday from 9:25 am to 6:30 pm.

Link Transit is supported by an interlocal funding agreement between the City of Burlington, the Town of Gibsonville, City of Mebane and the Town of Elon, and additional funding contributions from Alamance County and Alamance Community College. The City of Burlington is the lead agency and grant administrator for the transit system.

## Community Outreach Approach

The purpose of this Community Outreach Plan is to create an open and transparent process to meaningfully engage the public, particularly current transit riders, in the creation of the TDP for Link Transit. This plan is designed to comply with the BGMPO Public Involvement Plan adopted in May 2020 as well as the Link Transit Title VI Program – Public Participation Plan adopted in December 2022.

## COMMUNITY OUTREACH GOALS

1. Consult with key stakeholders to assess opportunities and challenges for the Link Transit system.
2. Share draft TDP recommendations and gather feedback from key stakeholders.
3. Involve elected officials and funding partners in discussion of recommendations and implementation plans.

### *Principles of Engagement*

1. Input from transit riders is a priority in planning for the future. All public engagement for this project should prioritize reaching out to current Link Transit riders where they are.
2. All public engagement material should be offered in Spanish, in addition to English.

## KEY STAKEHOLDERS

Key Stakeholder Groups to be consulted through this process include:

Stakeholder Group	Methods of Engagement
<b>Current Transit Riders</b>	Online Survey, Flyers, Transit Rider Focus Group, Project Website, Pop-up Engagement
<b>Link Transit Public Transit Advisory Commission (PTAC)</b>	Focus Group, Meetings, E-mail Updates
<b>Elected Officials</b>	E-mail Updates, Focus Group, Updates from Consultant team and staff
<b>Employers, Non-profit and Community-based Organizations</b>	Online Survey, Project Website, Focus Group

### *Transit Rider Focus Group*

Creation of a transit rider focus group is an optional way to engage in a more in-depth fashion with a small group of current riders interested in advising on the future of the system. During Phase One outreach to operators, and in focus groups and pop-up engagement, the Consultant Team will ask for nominations or help identifying individuals who might like to serve on a one-time, virtual focus group to be constituted for this study specifically. The Transit Rider Focus Group will have one meeting, during Phase Two of community outreach for this project, to provide feedback on the study recommendations.

Name	E-mail Address / Contact Information
Transit Rider Focus Group will be built out using input from the first phase of community engagement, depending on community interest	

*Employers, Non-Profit and Community-based Organizations*

Organization	Contact	E-mail Address
Alamance Community College	Kristen Sutherland	<a href="mailto:Kmsutherland239@alamancecc.edu">Kmsutherland239@alamancecc.edu</a>
BGMPO	Wannetta Mallette, MPO Administrator	<a href="mailto:wmallette@BurlingtonNC.gov">wmallette@BurlingtonNC.gov</a>
Cone Health	Marcy Green, Impact Alamance	<a href="mailto:Marcy.Green@conehealth.com">Marcy.Green@conehealth.com</a>
Alamance ElderCare	Angela Thompson, Executive Director	336-538-8080
Piedmont Triad Regional Council Area Agency on Aging	MaryLou White	<a href="mailto:agewell@ptrc.com">agewell@ptrc.com</a>
United Way of Alamance County	Heidi Norwick, President	<a href="mailto:hnorwick@uwalamance.org">hnorwick@uwalamance.org</a>
Alamance County Community Services	Danielle Fields, Executive Director	<a href="mailto:dfields@alamanceservices.org">dfields@alamanceservices.org</a>
Piedmont Triad Regional Council, Workforce and Economic Development	Wendy Walker-Fox, Workforce and Economic Development Director  Jessica Raby, Assistant Director	<a href="mailto:jraby@ptrc.com">jraby@ptrc.com</a>  336-904-0300
Alamance Chamber	Reagan Gural, President & CEO	<a href="mailto:reagan@alamancechamber.com">reagan@alamancechamber.com</a>
DSS	Candice Gobble, Director	<a href="mailto:Candice.Gobble@alamance-nc.com">Candice.Gobble@alamance-nc.com</a>
Equity: indigenous perspective	Rose Watlington	<a href="mailto:Rose.watlington@alamance-nc.com">Rose.watlington@alamance-nc.com</a>
Equity: Hispanic/Latinx perspective	Maria Hernandez	<a href="mailto:Mhernandez9469@gmail.com">Mhernandez9469@gmail.com</a>
Equity: Health	Jess Landes Johnson	<a href="mailto:jessland@gmail.com">jessland@gmail.com</a>

## KEY OUTREACH STRATEGIES

*All Outreach Opportunities will be designed to be focused, respectful of public time and interest, conscious of the project budget and to maximize effective engagement with key stakeholders.*

**Project Website** - A webpage with project information will be added to the Link Transit Website. The webpage will include project overview, timeline, contact information, and relevant information related to the current phase of the project – such as a link to a public survey, draft recommendations, or final plan. A brief overview of the project and link to the project website will be provided to funding partners to add to their own website and communications channels.

**Public Survey** – A public survey focused on the needs and opportunities for current transit services, and the perspectives of transit riders. This survey will be hosted online and marketed in the community using Link Transit and partner agencies' social media channels, public service announcement e-mail blasts through partner agencies and key stakeholders, and flyers with scannable QR codes posted on Link Transit buses and at bus stops. City of Burlington will also include a flyer about the study as an insert in the December water bill. In addition to the primary survey online, a printable version will be available and may be distributed at community centers.

**Pop-up Engagement** – Project Team members will use pop-up engagement strategies to meet current transit riders where they already are – on buses, at the temporary transfer hub, and at Alamance Community College. Engagement strategies will include mobile and iPad-based survey collection and sharing handouts with survey links (in Phase One) and the high points of the plan recommendations (Phase Two).

**Transit Rider Advisory Group (optional)**– An advisory group made up of current transit riders and key representatives from stakeholder groups whose clients or employees are transit-dependent. If desired by Link Transit, this focus group would meet once through this project, to provide input and guidance on opportunities and priorities for the transit system.

**Focus Groups** – Additional focus groups who may provide input on opportunities and priorities for the transit system may include local employers, non-profit and community-based organizations, and other partners who are not yet part of the Public Transportation Advisory Committee.

**Project Update E-mails and Presentations** – Project update e-mails and presentations will be prepared at key milestones, and can be shared as appropriate with key stakeholders, focus groups and project partners.

## Schedule

### PHASE ONE: OPPORTUNITIES AND PRIORITIES

The first phase of community outreach on this project will focus on introducing the project to key stakeholders and the general public and collecting input on opportunities and priorities for Link Transit. This will include:

- » Project website
- » Community survey
- » Pop-up public engagement conversations at the Temporary Transfer Hub and Alamance Community College (Opportunities 1 and 2 in-person)
- » Operator interviews
- » Focus Group with Transit Riders (*Optional Opportunity, virtual*)
- » E-mail update or Focus Group with Public Transit Advisory Commission, including elected officials and City Managers in the service area (Opportunity 3, virtual)
- » Focus Group with other Key Stakeholders – employers, non-profits and community-based organizations (Opportunity 4, virtual)

Phase One input, including analysis from the public survey and comments from pop-up engagement conversations and focus groups, will be summarized in a memo and included in the development of the TDP.

## PHASE TWO: FEEDBACK ON DRAFT RECOMMENDATIONS

Upon the conclusion of Phase One, the Consultant Team will combine public input on opportunities and priorities with the results of the current system evaluation to develop a draft TDP for Link Transit.

Phase Two of community outreach for this project will focus on sharing the draft recommendations for the TDP and Transit Facility and asking for reactions and feedback on these recommendations. Activities during Phase Two of community outreach will include:

- » Updates to the project website
- » Community survey on recommendations
- » Pop-up public engagement conversations at the Temporary Transit Hub located at Webb and Worth in Burlington, Elon University and Alamance Community College (Opportunities 5 and 6, in-person)
- » Presentation / Focus Group 2 with Transit Riders (*Optional Opportunity, virtual*)
- » Presentation / Workshop with PTAC and decision-makers (Opportunity 7, virtual)
- » Presentation / Focus Group 2 with other Key Stakeholders (Opportunity 8, virtual)

## SCHEDULE MILESTONES

Date	Activity	Lead
<b>Phase One: Opportunities and Priorities</b>		
Oct 2023	Community Outreach Plan	Kimley-Horn
	Design Community Survey	Kimley-Horn

	Stakeholder List	Kimley-Horn
Nov & Dec 2023	Council Update 1 – Nov 7	Kimley-Horn to draft, Link Transit to send
	Project Website	Kimley-Horn / Link Transit
	Distribute Community Survey	Project Team / Local Partners
	Focus Groups	Project Team / Link Transit
	Pop-up Engagement: Alamance Community College, Temporary Transfer Hub, + Route Field Observations	Kimley-Horn
	Operations Staff Interviews	Kimley-Horn
Jan 2024	Preliminary summary of survey findings	Kimley-Horn
	Jan 16 – PTAC Meeting	Kimley-Horn
	Jan 19 – Close Survey, Summarize Findings	Kimley-Horn
<b>Feb 2024</b>	Council Update 2 – Findings from Survey, Service and System Evaluation	Kimley-Horn to draft, Link Transit to send e-mail or coordinate Council briefings
<b>March 2024</b>	Council Update 3 – Facility Study: Site Selection Criteria + Preliminary Site Id	Kimley-Horn to draft, Link Transit to coordinate Council briefings
<b>Phase Two: Feedback on Recommendations – TDP and Facility Plan</b>		
May & June 2024	Update Project Website	Kimley-Horn / Link Transit
	Community Survey on Recommendations	Kimley-Horn
	Focus Groups & Workshop with elected officials (Council Update 4: Operations, Marketing and Financial Plan, Site Selection Findings)	Kimley-Horn
	Pop-up Engagement	Kimley-Horn
	Presentations	Kimley-Horn

Initial recommendations will be refined and documented in the final TDP and Facility Study Document. Final recommendations and implementation plan will be posted on the Project Website and presented to the Burlington City Council and PTAC, at a minimum. There is potential for three other virtual presentations, if necessary.

# PUBLIC ENGAGEMENT PLAN

## PHASE II

Link Transit Five-Year Transit Development Plan  
and Transit Facility Study

PREPARED FOR:

*City of Burlington, North Carolina*

PREPARED BY:

**Kimley»»Horn**

*Raleigh, North Carolina*



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**STAKEHOLDER CATEGORIES**

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Stakeholder Group	Methods of Engagement
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<b>Link Transit Public Transit Advisory Commission (PTAC)</b>	Focus Group, Meetings, E-mail Updates
<b>Elected Officials</b>	E-mail Updates, Focus Group, Updates from Consultant team and staff
<b>Employers, Non-profits, Community-based Organizations, and Neighboring Communities</b>	Online Survey, Project Website, Focus Group

**FOCUS GROUPS - EMPLOYERS, NON-PROFIT AND COMMUNITY-BASED ORGANIZATIONS**

Organization	Contact	E-mail Address
<b>Employers and Non-Profits</b>		
Alamance Community College	Kristen Sutherland	<a href="mailto:Kmsutherland239@alamancecc.edu">Kmsutherland239@alamancecc.edu</a>
Cone Health	Marcy Green, Impact Alamance	<a href="mailto:Marcy.Green@conehealth.com">Marcy.Green@conehealth.com</a>
Piedmont Triad Regional Council, Workforce and Economic Development	Wendy Walker-Fox, Workforce and Economic Development Director	<a href="mailto:jraby@ptrc.com">jraby@ptrc.com</a> 336-904-0300

Organization	Contact	E-mail Address
	Jessica Raby, Assistant Director	
Alamance Chamber	Reagan Gural, President & CEO	<a href="mailto:reagan@alamancechamber.com">reagan@alamancechamber.com</a>
Elon University	Scott Stevens	<a href="mailto:sstevens@elon.edu">sstevens@elon.edu</a>
Burlington-Graham Metropolitan Planning Organization (BGMPO)	Eliud De Jesus	<a href="mailto:edejesus@burlingtonnc.gov">edejesus@burlingtonnc.gov</a>
Alamance Community College	Brian Doward, James Armstrong	<a href="mailto:bddoward340@alamancecc.edu">bddoward340@alamancecc.edu</a> <a href="mailto:jearmstrong533@alamancecc.edu">jearmstrong533@alamancecc.edu</a>
<b>Community-Based Organizations</b>		
Alamance ElderCare	Angela Thompson, Executive Director	336-538-8080
Piedmont Triad Regional Council Area Agency on Aging	MaryLou White	<a href="mailto:agewell@ptrc.com">agewell@ptrc.com</a>
United Way of Alamance County	Heidi Norwick, President	<a href="mailto:hnorwick@uwalamance.org">hnorwick@uwalamance.org</a>
Alamance County Community Services	Danielle Fields, Executive Director	<a href="mailto:dfields@alamanceservices.org">dfields@alamanceservices.org</a>
DSS	Candice Gobble, Director	<a href="mailto:Candice.Gobble@alamance-nc.com">Candice.Gobble@alamance-nc.com</a>
Equity: indigenous perspective	Rose Watlington	<a href="mailto:Rose.watlington@alamance-nc.com">Rose.watlington@alamance-nc.com</a>
Equity: Hispanic/Latinx perspective	Maria Hernandez	<a href="mailto:Mhernandez9469@gmail.com">Mhernandez9469@gmail.com</a>
Equity: Health	Jess Landes Johnson	<a href="mailto:jessland@gmail.com">jessland@gmail.com</a>
<b>Neighboring Communities and Partner Agencies</b>		
Town of Gibsonville	Ben Baxley	<a href="mailto:BBaxley@Gibsonville.net">BBaxley@Gibsonville.net</a>
Town of Haw River	Sean Tencer	<a href="mailto:stencer@townofhawriver.com">stencer@townofhawriver.com</a>
Town of Whitsett	Elaine Garner	<a href="mailto:townhall@whitsettnc.com">townhall@whitsettnc.com</a>
Town of Elon	Isabell Cooper	<a href="mailto:icooper@elon.gov">icooper@elon.gov</a>

Organization	Contact	E-mail Address
City of Graham	Rene Ward	<a href="mailto:rward@cityofgraham.com">rward@cityofgraham.com</a>
City of Mebane	Ashley Owensby	<a href="mailto:aownbey@cityofmebane.com">aownbey@cityofmebane.com</a>
Town of Green Level	Barrett Brown	<a href="mailto:bbrown@greenlevelinc.com">bbrown@greenlevelinc.com</a>
Orange County	Nish Trivedi	<a href="mailto:ntrivedi@orangecountync.gov">ntrivedi@orangecountync.gov</a>
Alamance County Transportation Authority	Peter Murphy	<a href="mailto:exec@acta-nc.com">exec@acta-nc.com</a>
Piedmont Authority for Regional Transportation	Kyle Laird	<a href="mailto:kylel@partnc.org">kylel@partnc.org</a>

## KEY OUTREACH STRATEGIES

*All Outreach Opportunities will be designed to be focused, respectful of public time and interest, conscious of the project budget and to maximize effective engagement with key stakeholders.*

**Project Website** - A webpage with project information will be added to the Link Transit Website. The webpage will include project overview, timeline, contact information, and relevant information related to the current phase of the project – such as a link to a public survey, draft recommendations, or final plan. A brief overview of the project and link to the project website will be provided to funding partners to add to their own website and communications channels.

**Public Survey** – An online and paper public survey will be developed and focused on the proposed service improvements and associated tradeoffs. This survey will be hosted online and marketed in the community using Link Transit and partner agencies’ social media channels, public service announcement e-mail blasts through partner agencies and key stakeholders, and flyers with scannable QR codes posted on Link Transit buses and at bus stops. The City of Burlington will also include a flyer about the study as an insert in the December water bill. In addition to the primary survey online, a printable version will be available and may be distributed at community centers.

**Pop-up Engagement** – Project Team members will use pop-up engagement strategies to meet current transit riders where they already are, and where there is potential for the largest impact if the draft recommendations are implemented. Potential locations for the pop-up events include: the Downtown Burlington Transfer Hub, Gibsonville Senior Center, Mebane St. Walmart, Elon University, Alamance Community College, and Garden Rd Walmart. Engagement strategies will include tablet-based and printed survey collection and sharing handouts with survey links and high level summarized details of the draft recommendations.

**Focus Group Engagement** – Target outreach conducted with key stakeholder groups who may have a vested interest in the proposed recommendations and may include local employers, non-

profit and community-based organizations, and neighboring communities (who are not already part of the PTAC). Targeted outreach could include the following: direct email to organization with survey link, paper survey, City Works Newsletter, and other informational materials, and/or an invitation to participate in a 60-minute focus group conversation to provide their perspective on potential service changes.

**Project Update E-mails and Presentations** – Project update e-mails and presentations will be prepared at key milestones, and can be shared as appropriate with key stakeholders, focus groups and project partners. A narrated, recorded presentation describing the proposed recommendations will be developed and posted on the project website.

**Social Media** – Project updates and survey links will be shared through social media including Facebook, X, Instagram, and YouTube.

## PHASE TWO: FEEDBACK ON DRAFT RECOMMENDATIONS

Phase Two of community outreach for this project will focus on sharing the draft recommendations for the TDP and Transit Facility Study and asking for reactions and feedback. Activities during Phase Two of community outreach will include:

- » Updates to the project website
- » Online and printed survey focused on collecting feedback on recommendations
- » Pop-up public engagement conversations at the Downtown Burlington Transfer Hub, North Park Library, Garden Rd Walmart, Gibsonville Senior Center, Elon University, Alamance Community College, and Mebane St. Walmart.
- » Presentation / Workshop with PTAC and decision-makers (in person or virtual, depending on preference of focus group members)
- » Presentation / Focus Group with other Key Stakeholders (virtual)

## SCHEDULE MILESTONES

Date	Activity	Lead
<b>Phase Two: Draft Service and Facility Recommendations</b>		
<b>2024</b>		
<b>Week of December 16th</b>		Kimley-Horn
	Pop-up Engagement at Downtown Transfer Center	Kimley-Horn
	Pop-up Engagement at Library	Kimley-Horn
<b>2025</b>		
<b>January 9<sup>th</sup></b>	Project Updates to Website	Kimley-Horn
	Distribution of Print Materials – flyers on board buses with scannable QR code leading to survey and flyers distributed to stakeholder partners for distribution	Kimley-Horn/Link Transit Staff
<b>Week of January 13th</b>	Online Survey Link Push to Stakeholder Groups	Kimley-Horn
	Employers & Non-Profits Focus Group	Kimley-Horn
	Community-Based Organizations Focus Group	Kimley-Horn
	Neighboring Communities Focus Group	Kimley-Horn
	PTAC Presentation (January 14 <sup>th</sup> )	Kimley-Horn to draft, Link Transit to coordinate Council briefings
<b>Week of April 7th</b>	Riding Routes/ Collecting Survey Engagement	Kimley-Horn



# **Appendix C: Fleet Management Plan**

# Link Transit Fleet Plan/Electric Alternative

Fixed Route Fleet Plan - Updated January 1, 2025

Submitted: 1/1/2025

Approved: John Andoh

Vehicle	Qty	Purchased		Year Fully Depreciated	2022 Qty	2021		2022		2023		2024		2025		2026		2027		2028		2029		2030	
		Year	Miles			Add	Retire																		
Arboc Sprit of Mobility	7	2015	200,000	7	2022-2023	7																			
BYD	2	2023	500,000	12\	2034-2035	0			2		-2														
GILLIG	5	2023	500,000	12	2035-2036	0						5													
Electric Bus - Expansion	5	2025	500,000	12	2037-2038	0										3			2						
<b>Fleet Change</b>							0	0	0	0	2	-2	5	-5	0	0	3	0	2	0	0	0	0	0	0
<b>Total Fleet in 2022</b>						7																			
Contingency/Leased Fleet	0					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Adjusted Total Fleet (Total + Changes)</b>							7	7	7	7	7	7	7	7	10	12	12	12	12	12	12	12	12	12	12
<b>Grand Total</b>							7	7	7	7	7	7	7	7	10	12	12	12	12	12	12	12	12	12	12
Beginning Peak Requirement							5	5	5	5	5	5	5	5	10	10	10	10	10	10	10	10	10	10	10
<b>Service Changes</b>																									
Route Reductions																									
New or Expanded Routes							0	0	0	0	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0
End Peak Requirement							5	5	5	5	5	5	5	10	10	10	10	10	10	10	10	10	10	10	10
<b>Spare Ratio</b>							40%	40%	40%	40%	40%	40%	40%	-30%	0%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%

Notes: Purchase expansion buses in FY 26 with discretionary funds applied for in FY 25.

Paratransit Fleet Plan - Updated January 1, 2025

Submitted: 1/1/2025

Approved: John Andoh

Vehicle	Qty	Purchased		Year Fully Depreciated	2022 Qty	2021		2022		2023		2024		2025		2026		2027		2028		2029		2030		
		Year	Miles			Life	Add	Retire																		
Leased Vehicles - Transdev Frontrunner	3	2016	150,000	6	3																					
Promaster - Expansion Frontrunner	3	2022	100,000	4	3							3	-3													
Promaster - Expansion	2	2025	100,000	4	2								2													
Promaster - Expansion	3	2027	100,000	4	3																3	-3				
Promaster - Expansion	2	2030	100,000	4	2																		2	-2		
<b>Fleet Change</b>						0	0	0	0	0	0	3	-3	2	0	0	0	0	0	0	3	-3	0	0	2	-2
<b>Total Fleet in 2021</b>	3				3																					
Contingency/Leased Fleet	0				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Adjusted Total Fleet (Total + Changes)</b>						3	3	3	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	
<b>Grand Total</b>						3	3	3	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	
Beginning Peak Requirement						3	3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
<b>Service Changes</b>																										
Route Reductions																										
New or Expanded Routes													1													
End Peak Requirement						3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
Spare Ratio						0%	0%	0%	0%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	

Notes: Purchase expansion buses in FY 25 with CRP funds applied for in FY 23 or FY 24.

# Link Transit Fleet Age Plan FY 2021 to FY 2030

			2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Fixed Route</b>												
	Year											
Arboc Sprit of Mobility	7	2015	7	7	5							
BYD	2	2022			2	2	2	2	2	2	2	2
GILLIG	5	2023				5	5	5	5	5	5	5
Electric Bus - Expansion	2	2025						3	5	5	5	5
	Total		7	7	7	7	7	10	12	12	12	12
<b>Paratransit</b>												
	Year											
Leased Vehicles - Transdev	3	2016	3	3	3							
Frontrunner	3	2023				3	3	3	3			
Promaster - Expansion	2	2025					2	2	2	2	2	
Frontrunner	3	2027								3	3	3
Promaster - Expansion	2	2030										2
	Total		3	3	3	3	5	5	5	5	5	5





Vehicle Number	Vehicle Year	Make/Model or Vehicle Description	Engine Type	VIN	Location	Owner
<b>Fixed Route Bus Fleet</b>						
8008	2023	BYD K7M	N/A	4B9KDLA44P2038030	2801 Troxler Rd, Burlington, NC 27215	City of Burlington
8009	2023	BYD K7M	N/A	4B9KDLA46P2038031	2801 Troxler Rd, Burlington, NC 27215	City of Burlington
8010	2024	GILLIG LF	Cummins L9, 280 HP	15GGE2715R3094536	2801 Troxler Rd, Burlington, NC 27215	City of Burlington
8011	2024	GILLIG LF	Cummins L9, 280 HP	15GGE2717R3094537	2801 Troxler Rd, Burlington, NC 27215	City of Burlington
8012	2024	GILLIG LF	Cummins L9, 280 HP	15GGE2719R3094538	2801 Troxler Rd, Burlington, NC 27215	City of Burlington
8013	2024	GILLIG LF	Cummins L9, 280 HP	15GGE2710R3094539	2801 Troxler Rd, Burlington, NC 27215	City of Burlington
8014	2024	GILLIG LF	Cummins L9, 280 HP	15GGE2717R3094540	2801 Troxler Rd, Burlington, NC 27215	City of Burlington
<b>Paratransit Fleet</b>						
7004	2024	New England Wheels Frontrunner	3.6L Pentastar V6 Transmission	3C7WRVVG1NE140078	2801 Troxler Rd, Burlington, NC 27215	City of Burlington
7005	2024	New England Wheels Frontrunner	3.6L Pentastar V6 Transmission	3C7LWRVVG4NE142911	2801 Troxler Rd, Burlington, NC 27215	City of Burlington
7006	2024	New England Wheels Frontrunner	3.6L Pentastar V6 Transmission	3CL7WRVVG7NE138514	2801 Troxler Rd, Burlington, NC 27215	City of Burlington
7007	2025	RAM Promaster	N/A	3C6MRVJG3RE139194	2801 Troxler Rd, Burlington, NC 27215	City of Burlington
7008	2025	RAM Promaster	N/A	3C6MRVJG2RE154866	2801 Troxler Rd, Burlington, NC 27215	City of Burlington

Date in Service	Condition	Replacement Date	Ambulatory Capacity	Wheelchair Spaces	Grant	Funding Source	Original Federal Share	Out of Service	Federal Useful Life (yr)	Actual Service (yr) 4/30/2025	Remaining Years
10/1/2023	Excellent	2034-2035	22	2	NC-2020-020-00	5307	80%		12	2	10
10/1/2023	Excellent	2034-2035	22	2	NC-2020-020-00, 2022-056-00	5307	80%		12	2	10
8/1/2025	Excellent	2035-2036	23	2	NC 2022-056-00 NC-2022-047-00 TBD	5307	80%		12	1	11
8/1/2025	Excellent	2035-2036	23	2	NC 2022-056-00 NC-2022-047-00 TBD	5307	80%		12	1	11
8/1/2025	Excellent	2035-2036	23	2	NC 2022-056-00 NC-2022-047-00 TBD	5307	80%		12	1	11
8/1/2025	Excellent	2035-2036	23	2	NC 2022-056-00 NC-2022-047-00 TBD	5307	80%		12	1	11
8/1/2025	Excellent	2035-2036	23	2	NC 2022-056-00 NC-2022-047-00 TBD	5307	80%		12	1	11
5/15/2024	Excellent	2029-2030	9	3	NC-2022-017-01	5307	80%		5	1	4
5/15/2024	Excellent	2029-2030	9	2	NC-2022-017-01	5307	80%		5	1	4
5/15/2024	Excellent	2029-2030	9	3	NC-2022-017-01	5307	80%		5	1	4
8/1/2025	Excellent	2030-2031	9	2	TBD	5307	80%		4	0	4
8/1/2025	Excellent	2030-2031	9	2	TBD	5307	80%		4	0	4

Remaining % based on Years	Actaul Mileage - 4/30/2025	Minimum Useful Life Mileage	Remaining % based on miles	Total Federal Share	Remaining Federal Share based on years	Remaining Federal Share Based on Miles	Total Cost Per Vehicle	Local Share Cost	Local Share on Years	Local Share on Miles
83.33%	45,052	<b>500,000</b>	90.99%	\$ 500,498.90	\$ 417,082.41	\$ 455,401.94	\$ 625,623.62	\$ 125,124.72	\$ 104,270.60	\$ 113,850.49
83.33%	39,682	<b>500,000</b>	92.06%	\$ 500,498.90	\$ 417,082.41	\$ 460,777.30	\$ 625,623.62	\$ 125,124.72	\$ 104,270.60	\$ 115,194.33
91.67%	38,425	<b>500,000</b>	92.32%	\$ 467,782.40	\$ 428,800.53	\$ 431,833.32	\$ 584,728.00	\$ 116,945.60	\$ 107,200.13	\$ 107,958.33
91.67%	48,928	<b>500,000</b>	90.21%	\$ 467,782.40	\$ 428,800.53	\$ 422,007.09	\$ 584,728.00	\$ 116,945.60	\$ 107,200.13	\$ 105,501.77
91.67%	50,465	<b>500,000</b>	89.91%	\$ 467,782.40	\$ 428,800.53	\$ 420,569.12	\$ 584,728.00	\$ 116,945.60	\$ 107,200.13	\$ 105,142.28
91.67%	47,561	<b>500,000</b>	90.49%	\$ 467,782.40	\$ 428,800.53	\$ 423,286.00	\$ 584,728.00	\$ 116,945.60	\$ 107,200.13	\$ 105,821.50
91.67%	48,206	<b>500,000</b>	90.36%	\$ 467,782.40	\$ 428,800.53	\$ 422,682.56	\$ 584,728.00	\$ 116,945.60	\$ 107,200.13	\$ 105,670.64
80.00%	26,291	<b>150,000</b>	82.47%	\$ 149,562.80	\$ 119,650.24	\$ 123,348.43	\$ 186,953.50	\$ 37,390.70	\$ 29,912.56	\$ 30,837.11
80.00%	27,419	<b>150,000</b>	81.72%	\$ 149,562.80	\$ 119,650.24	\$ 122,223.72	\$ 186,953.50	\$ 37,390.70	\$ 29,912.56	\$ 30,555.93
80.00%	25,523	<b>150,000</b>	82.98%	\$ 149,562.80	\$ 119,650.24	\$ 124,114.19	\$ 186,953.50	\$ 37,390.70	\$ 29,912.56	\$ 31,028.55
100.00%	0	<b>100,000</b>	100.00%	\$ 238,378.56	\$ 238,378.56	\$ 238,378.56	\$297,973.20	\$ 59,594.64	\$ 59,594.64	\$ 59,594.64
100.00%	0	<b>100,000</b>	100.00%	\$ 238,378.56	\$ 238,378.56	\$ 238,378.56	\$297,973.20	\$ 59,594.64	\$ 59,594.64	\$ 59,594.64



# **Appendix D: Service Costs Calculations**

This appendix compares the operating characteristics of the existing and proposed fixed routes, providing the annual operating hour totals needed for estimating operating costs.

					Minimum Layover	Cycle Time Ceiling
<b>Existing</b>					2%	30
Route	Round-Trip Route Length	Speed	Running Time	Layover	Layover %	Cycle Time
Red Route 1	21.0	15.25	83	7	8%	90
Orange Route 2	32.6	22.50	87	3	3%	90
Blue Route 3	26.3	18.50	86	4	4%	90
Green Route 4	18.4	14.75	75	15	17%	90
Purple Route 5	15.0	12.00	76	14	16%	90

					Minimum Layover	Cycle Time Ceiling
<b>Future</b>					7%	30
Route	Route Length	Speed	Running Time	Layover	Layover %	Cycle Time
Red Route 1	13.3	15.25	53	7	12%	60
Orange Route 2	31.3	22.50	84	36	30%	120
Blue Route 3	16.0	18.50	52	8	13%	60
Green Route 4						
Purple Route 5	13.6	15.00	55	5	8%	60
Yellow Route 6	15.2	20.00	46	14	23%	60
Pink Route 7	10.9	15.00	44	16	27%	60

Service Level	Existing			Future (Including Yellow)		
	Vehicles	Daily Hours	Annual Hours	Vehicles	Daily Hours	Annual Hours
Weekday	5	78	19,826	6	92	23,396
Saturday	5	45	2,340	6	54	2,808
Sunday	0	0	0	0	0	0
	<b>5</b>		<b>22,166</b>	<b>6</b>		<b>26,204</b>

## Weekday

## Saturday

Weekday			Saturday						
Start	Span End	Headways	Vehicles	Hours	Start	Span End	Headways	Vehicles	Hours
6:30 AM	9:30 PM	90	1	15.0	9:30 AM	6:30 PM	90	1	9.0
6:30 AM	9:30 PM	90	1	15.0	9:30 AM	6:30 PM	90	1	9.0
5:45 AM	9:30 PM	90	1	15.8	9:30 AM	6:30 PM	90	1	9.0
5:30 AM	9:30 PM	90	1	16.0	9:30 AM	6:30 PM	90	1	9.0
5:30 AM	9:30 PM	90	1	16.0	9:30 AM	6:30 PM	90	1	9.0
				<b>5</b>			<b>78</b>	<b>5</b>	<b>45</b>

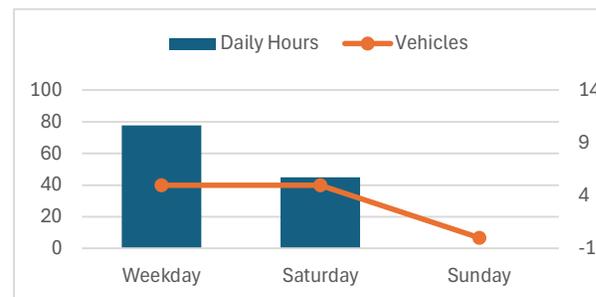
## Weekday

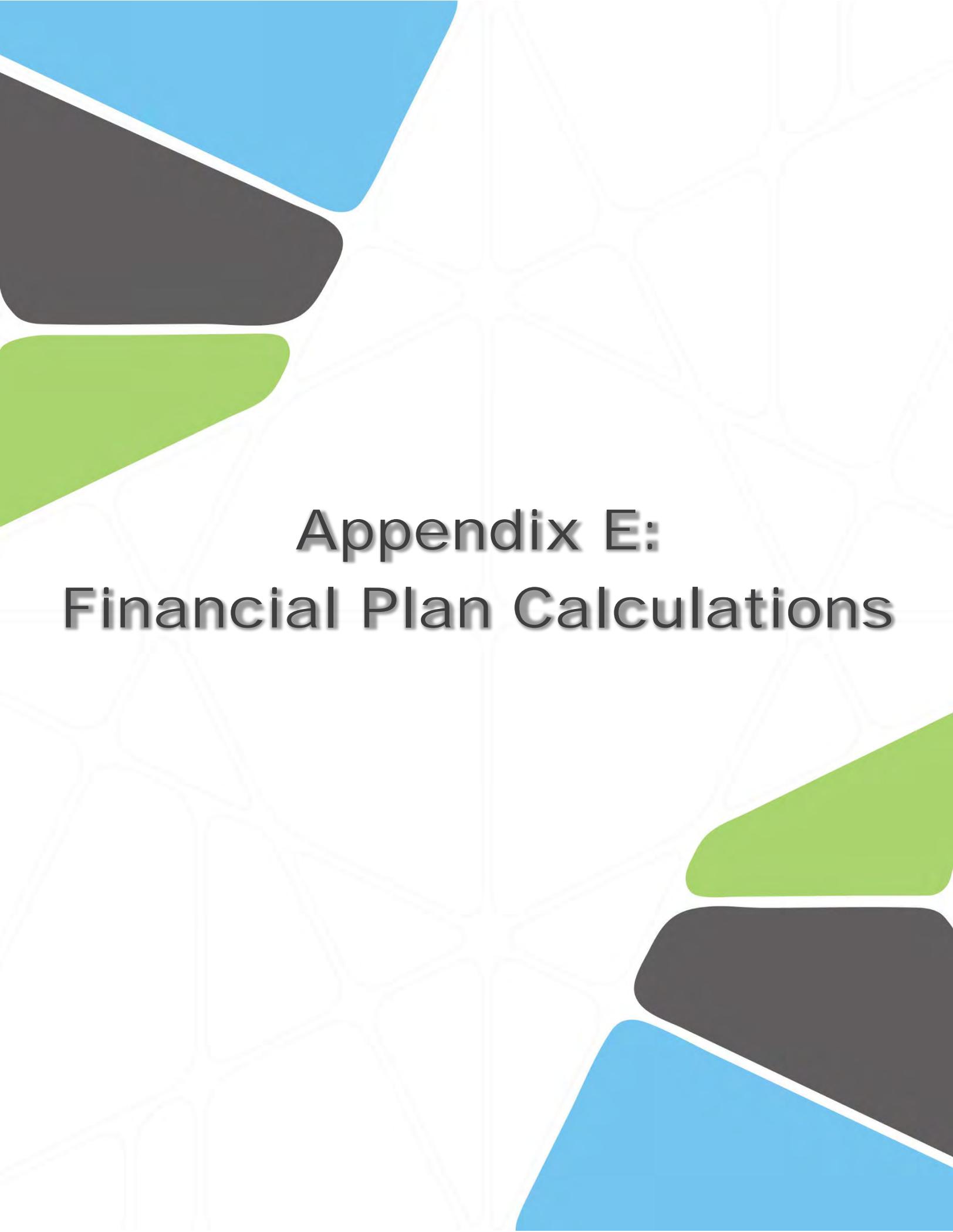
## Saturday

Weekday			Saturday						
Start	End	Headways	Vehicles	Hours	Start	End	Headways	Vehicles	Hours
6:30 AM	9:30 PM	90	1	15.0	9:30 AM	6:30 PM	90	1	9.0
6:30 AM	9:30 PM	120	1	15.0	9:30 AM	6:30 PM	120	1	9.0
5:45 AM	9:30 PM	90	1	15.8	9:30 AM	6:30 PM	90	1	9.0
5:30 AM	9:30 PM	90	1	16.0	9:30 AM	6:30 PM	90	1	9.0
6:30 AM	9:30 PM	90	1	15.0	9:30 AM	6:30 PM	90	1	9.0
6:30 AM	9:30 PM	90	1	15.0	9:30 AM	6:30 PM	90	1	9.0
				<b>6</b>			<b>92</b>	<b>6</b>	<b>54</b>

### Future without Yellow

Vehicles	Daily Hours	Annual Hours
5	77	19,517
5	45	2,340
5		
<b>5</b>		<b>21,857</b>





# **Appendix E: Financial Plan Calculations**

This appendix presents the Five-Year TDP Financial Plan and is organized by revenues, expenses, and annual service metrics. The five-year window is FY27 through FY31. Projections are based on three-year FY23-FY25 averages, the TDP operating plan, and CIP. Refer to the TDP Report for additional information on methodology and assumptions.

<b>Five-Year TDP Financial Plan</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>
<b>Revenues</b>				
<b>Local Sources</b>				
Alamance Community College Contribution	\$28,750	\$28,750	\$28,750	\$33,063
Alamance County Contribution	\$28,750	\$28,750	\$28,750	\$25,000
Burlington Contribution	\$444,745	\$556,571	\$259,492	\$579,753
Elon Contribution		\$36,000	\$30,000	\$30,000
Gibsonville Contribution	\$40,250	\$40,250	\$40,250	\$30,000
Green Level Contribution				\$1,500
Haw River Contribution				\$1,500
Mebane Contribution			\$15,000	\$15,000
Link Transit Fare Revenue			\$100,000	\$150,000
Transit Vehicle Tax	\$406,106	\$270,790	\$485,000	\$485,000
<i>Total Local Revenue</i>	<i>\$948,601</i>	<i>\$961,111</i>	<i>\$987,242</i>	<i>\$1,350,816</i>
<b>State Sources</b>				
State SMAP Funds	\$161,832	\$161,832	\$161,832	\$161,832
Urban State Match		\$181,971	\$59,595	\$36,000
<i>Total State Revenue</i>	<i>\$161,832</i>	<i>\$343,803</i>	<i>\$221,427</i>	<i>\$197,832</i>
<b>Federal Sources</b>				
Federal Reimbursement (5307 and 5339)	\$3,442,336	\$3,283,048	\$2,465,601	\$2,375,341
<i>Total Federal Revenue</i>	<i>\$3,442,336</i>	<i>\$3,283,048</i>	<i>\$2,465,601</i>	<i>\$2,375,341</i>
<b>Other Sources</b>				
Discretionary Grants				
<i>Total Other Revenue</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>
<b>Revenue Total</b>	<b>\$4,552,769</b>	<b>\$4,587,961</b>	<b>\$3,674,270</b>	<b>\$3,923,989</b>
<b>Expenses</b>				
Personnel/Operations	\$728,061	\$859,613	\$909,742	\$666,558
Fixed-Route Contract	\$1,544,691	\$1,530,784	\$1,670,940	\$2,461,414
Paratransit Contract	\$346,948	\$304,488	\$441,142	\$408,323
Capital	\$1,933,069	\$1,893,077	\$652,446	\$387,694
<i>Expense Total</i>	<i>\$4,552,769</i>	<i>\$4,587,961</i>	<i>\$3,674,270</i>	<i>\$3,923,989</i>
<b>Total Budget</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>Five-Year TDP Financial Plan</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>FY31</b>
<b>Revenues</b>					
<b>Local Sources</b>					
Alamance Community College Contribution	\$33,000	\$33,000	\$33,000	\$33,000	\$33,000
Alamance County Contribution	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Burlington Contribution	\$580,000	\$580,000	\$580,000	\$580,000	\$580,000
Elon Contribution	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Gibsonville Contribution	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Green Level Contribution	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Haw River Contribution	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Mebane Contribution	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Link Transit Fare Revenue	\$160,000	\$160,000	\$170,000	\$170,000	\$170,000
Transit Vehicle Tax	\$510,000	\$520,000	\$540,000	\$550,000	\$560,000
<i>Total Local Revenue</i>	<i>\$1,386,000</i>	<i>\$1,396,000</i>	<i>\$1,426,000</i>	<i>\$1,436,000</i>	<i>\$1,446,000</i>
<b>State Sources</b>					
State SMAP Funds	\$162,000	\$162,000	\$162,000	\$162,000	\$162,000
Urban State Match	\$36,000	\$36,000	\$36,000	\$36,000	\$36,000
<i>Total State Revenue</i>	<i>\$198,000</i>	<i>\$198,000</i>	<i>\$198,000</i>	<i>\$198,000</i>	<i>\$198,000</i>
<b>Federal Sources</b>					
Federal Reimbursement (5307 and 5339)	\$2,380,000	\$2,380,000	\$2,380,000	\$2,380,000	\$2,380,000
<i>Total Federal Revenue</i>	<i>\$2,380,000</i>	<i>\$2,380,000</i>	<i>\$2,380,000</i>	<i>\$2,380,000</i>	<i>\$2,380,000</i>
<b>Other Sources</b>					
Discretionary Grants	\$2,735,000	\$1,901,000	\$901,000	\$531,000	\$291,000
<i>Total Other Revenue</i>	<i>\$2,735,000</i>	<i>\$1,901,000</i>	<i>\$901,000</i>	<i>\$531,000</i>	<i>\$291,000</i>
<b>Revenue Total</b>	<b>\$6,699,000</b>	<b>\$5,875,000</b>	<b>\$4,905,000</b>	<b>\$4,545,000</b>	<b>\$4,315,000</b>
<b>Expenses</b>					
Personnel/Operations	\$700,000	\$720,000	\$740,000	\$750,000	\$770,000
Fixed-Route Contract	\$2,590,000	\$2,650,000	\$2,720,000	\$2,780,000	\$2,850,000
Paratransit Contract	\$430,000	\$440,000	\$450,000	\$460,000	\$470,000
Capital	\$2,979,000	\$2,065,000	\$995,000	\$555,000	\$225,000
<i>Expense Total</i>	<i>\$6,699,000</i>	<i>\$5,875,000</i>	<i>\$4,905,000</i>	<i>\$4,545,000</i>	<i>\$4,315,000</i>
<b>Total Budget</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>Five-Year TDP Financial Plan</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>
<b>Annual Service Metrics</b>				
<b>Fixed-Route Service</b>	<b>NTD 2022</b>	<b>NTD 2023</b>	<b>NTD 2024</b>	
Operating Cost per hour	\$113.06	\$94.89	\$87.92	
Trips	101,401	164,846	153,317	
Service Hours	16,892	20,395	21,942	
Service Miles	202,963	263,681	316,022	
Revenue Vehicles	7	7	7	
<b>Paratransit Service</b>	<b>NTD 2022</b>	<b>NTD 2023</b>	<b>NTD 2024</b>	
Operating Cost per hour	\$75.67	\$102.13	\$112.20	
Trips	6,051	6,953	8,782	
Service Hours	4,279	4,316	4,841	
Service Miles	44,932	52,493	71,366	
Revenue Vehicles	3	3	5	

<b>Five-Year TDP Financial Plan</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>FY31</b>
<b>Annual Service Metrics</b>					
<b>Fixed-Route Service</b>	<b>Projected</b>				
Operating Cost per hour	\$92.37	\$94.68	\$97.05	\$99.47	\$101.96
Trips	218,000	244,000	270,000	296,000	322,000
Service Hours	27,000	27,000	27,000	27,000	27,000
Service Miles	371,000	371,000	371,000	371,000	371,000
Revenue Vehicles	12	12	12	12	12
<b>Paratransit Service</b>	<b>Projected</b>				
Operating Cost per hour	\$117.88	\$120.83	\$123.85	\$126.94	\$130.12
Trips	11,000	13,000	14,000	15,000	17,000
Service Hours	5,200	5,200	5,200	5,200	5,200
Service Miles	76,000	76,000	76,000	76,000	76,000
Revenue Vehicles	5	5	5	5	5